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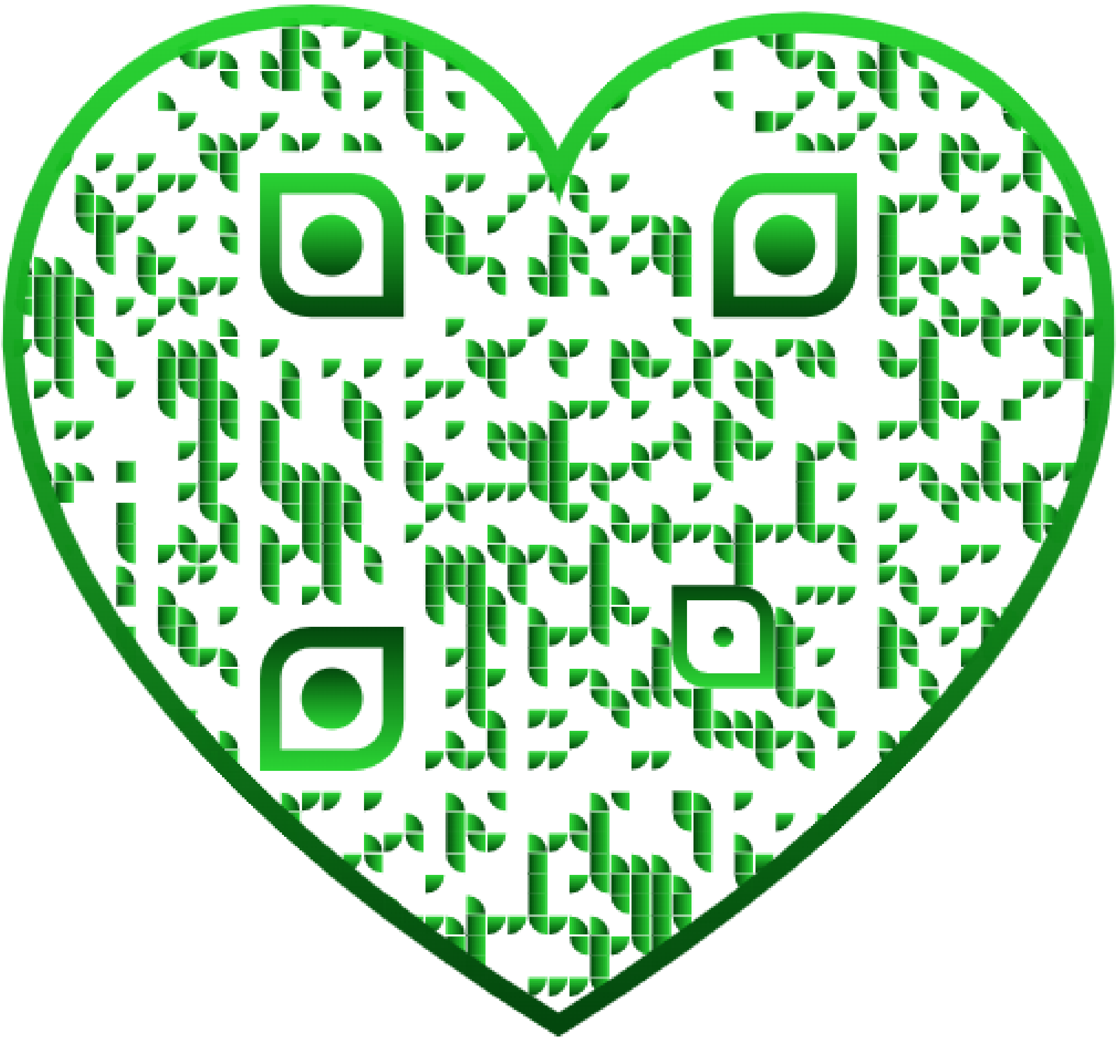

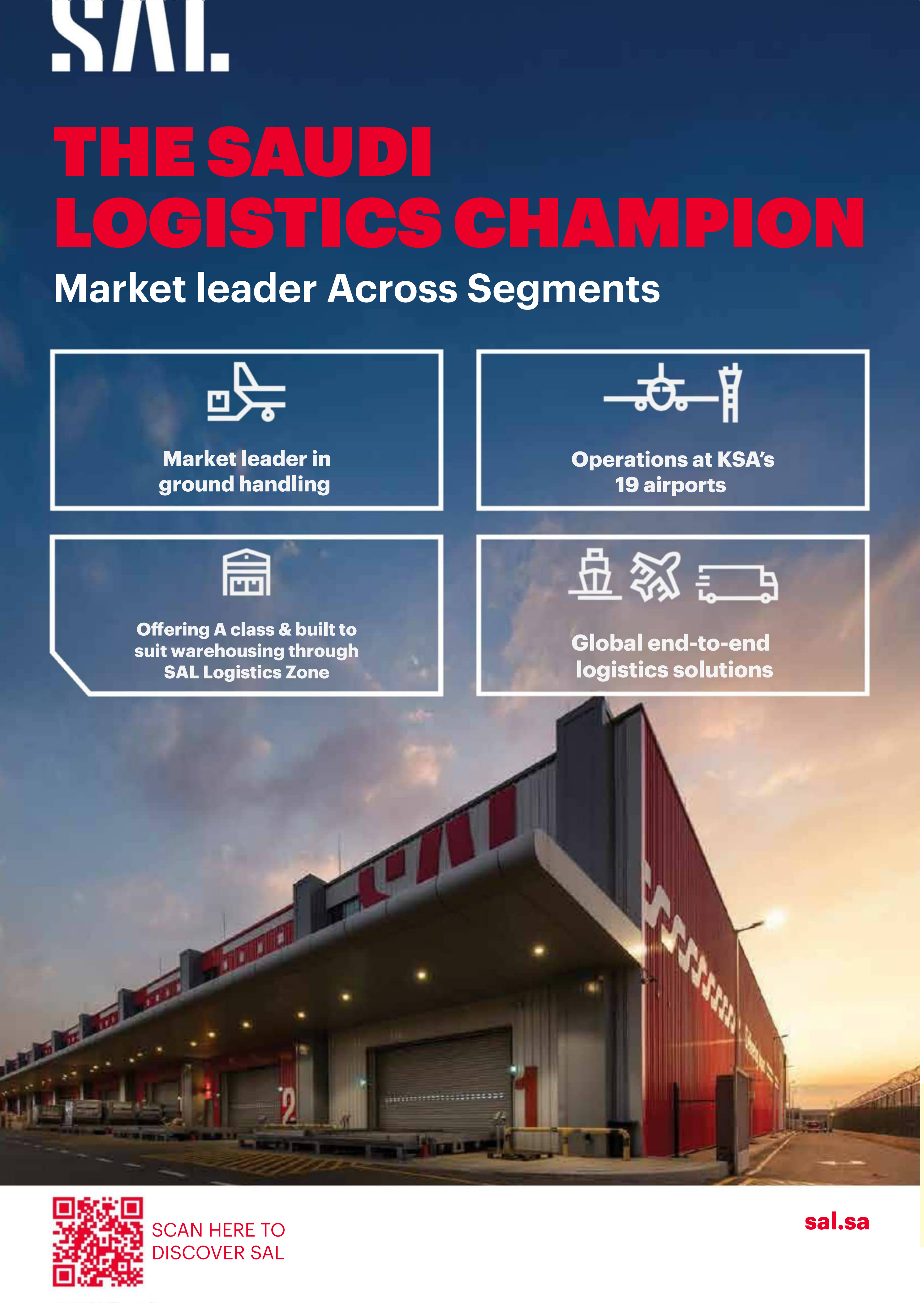
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Air cargo industry needs to agility to survive volatile global economy

We're now on the last quarter of 2025. And despite stormy episodes in global trade, the air cargo industry successfully navigated its way to growth.

Last August, latest figures from The International Air Transport Association (IATA) showed that total demand, measured in cargo ton-kilometers (CTK), jumped by 4.1% compared to August 2024 levels (+5.1% for international operations). Though this is just a single-digit growth, it shows the industry's resilience while facing uncertainties.

The challenge for carriers and forwarders is not merely to survive this volatility, but to strategically capitalize on the forces that are fundamentally reshaping air freight's mandate.

The primary engine of air cargo's durability is now firmly rooted in the consumer's need for instant gratification. By 2026, the global e-commerce market is projected to reach an astounding $8.1 trillion, a massive structural shift that relies almost entirely on airfreight to facilitate rapid, cross-border deliveries. This boom fuels the demand for dedicated freighter capacity and expedited services, creating robust trade lanes, particularly from Asia-Pacific hubs.

Alongside e-commerce, the demand for specialized cargo—high-tech electronics, temperature-sensitive pharmaceuticals, and perishables—continues its exponential ascent. These high-value, time-critical goods cannot abide the unpredictable delays plaguing ocean transport (as recently evidenced by recurrent disruptions in key choke points).

For these sectors, air freight is no longer a premium option; it is a non-negotiable safeguard, forcing corporate supply chains to build air capacity into their baseline risk-management strategies.

Global economic forecasts predict a continued deceleration of real GDP growth into 2026, alongside manufacturing Purchasing Managers' Indices (PMIs) in major economies remaining lodged in contraction.

This is compounded by the "new era" of global trade, characterized by policy unpredictability. The proliferation of tariffs, counter-tariffs, and trade friction between economic powers is actively forcing companies to restructure supply chains, accelerating near-shoring and diversification efforts.

For the air cargo sector in 2026, agility is the ultimate currency. Success will be determined not by simply adding capacity, but by strategically targeting high-yield, specialty verticals, aggressively pursuing operational efficiencies through technology, and establishing flexible capacity contracts that can withstand the geopolitical gusts that currently dictate global trade.

Gemma Q. Casas
Editor-in-Chief

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Curiosity Turns Challenges into Opportunities

Zafer Aggunduz
Chief Commercial Officer
Global GSA Group

Zafer Aggunduz, Chief Commercial Officer at Global GSA Group, didn't set out to build a career in aviation—at least, not intentionally. "It wasn't something I planned, but it wasn't purely accidental either," he says. His first encounter with the industry came during university, when a thesis opportunity led him to Global GSA Group. Tasked with researching the establishment of a new office in China, Zafer traveled, conducted his research, and completed his thesis before graduating.

A few years abroad in different fields followed, including sourcing in China and a stint in Turkey's media industry. When he returned to the Netherlands, Ismail Durmaz, Chairman of Global GSA Group, reached out. Encouraged by Durmaz's offer, Zafer took the leap into aviation, although he had no direct experience in the freight business. "That's how my career in aviation started," he reflects.

Starting out wasn't without its challenges. Working in China, the language barrier quickly became apparent. "Communication is crucial in this industry, and most people spoke only Chinese," he explains. Visiting factories rather than large companies meant Zafer had to rely heavily on translations, adding complexity to his early assignments.

On top of that, entering a senior-driven industry as a young professional required its own adjustments. "Most of the managers I interacted with were in their 60s or 70s," he says. "Being in my late 20s, I had to balance showing confidence while earning their trust." Combined with the around-the-clock demands of cargo work, the early years were a test of resilience, adaptability, and determination.

With a demanding travel schedule, maintaining work-life balance can be challenging. Zafer credits his wife for being a supportive home base, understanding the demands of his career. "Having that understanding is incredibly important," he says. Support from his leadership also enables him to plan his time and carve out moments for family.

Zafer personally maintains balance through simple routines like walking to clear his mind, but most importantly, he cherishes the moments he has at home. "The time I have with my family is precious, and I make sure to invest it wisely," he shares.

When it comes to travel, Zafer gravitates toward cities with rich history, culture, and cuisine. Having lived in both Hong Kong and Shanghai, he admits a soft spot for Hong Kong. "It gives me a sense of being at home," he says. Work travel often limits the chance to explore, yet Hong Kong remains a place he genuinely enjoys visiting, a city that motivates him and brings a sense of familiarity amidst the demanding schedules.

For Zafer, a true role model combines intelligence with humility. "I respect people who express their strengths with modesty," he explains. In business, actions and insights speak louder than words. Beyond professional acumen, he values individuals who also prioritize family and personal well-being. In the industry, leaders often face the challenge of dedicating much of their time to work. Zafer especially respects those who, while pursuing career success, also manage to nurture their health and family, demonstrating balance and discipline even while traveling.

Zafer sees the limited presence of young professionals in aviation as an opportunity to guide the next generation. "Even if you start at a managerial level, gaining hands-on experience is crucial," he advises. Newcomers should spend time in operations and local sales, learning the nuances of the business firsthand. "Understanding the challenges your team faces makes leadership credible and effective," he explains. "When you guide a team, that firsthand experience is invaluable. That's the best advice I can give young professionals entering aviation."

Zafer's story is a reminder that a successful career is about more than just reaching the top—it's about the journey, the lessons learned, and the people who inspire and support you along the way. Whether navigating language barriers, mastering operations, or balancing family with a demanding schedule, he proves that passion and perspective can turn challenges into opportunities.

London, UK: Magma Aviation Expands Fleet with Addition of New B747F Aircraft Magma Aviation has taken another significant step in its global expansion with the addition of a new Boeing 747 Freighter (B747F) to its fleet at the start of the last quarter of 2025. The move underscores the company's long-term growth strategy, enhancing both capacity and service flexibility to meet increasing global cargo demands.

"With a new B747F aircraft added to our fleet, this increases our overall capacity. It allows us not only to service existing clients but also to explore new routes and expand services that customers are asking for," said Peter Kerins, CEO of Magma Aviation.

The B747F remains one of the most powerful and reliable aircraft in the air cargo industry, capable of carrying over 100 tons of cargo per flight. This capability enables Magma to support a broad spectrum of shipments, from automotive and pharmaceutical goods to outsized loads such as mining equipment, helicopters, and boats.

"Our network performance is exceptionally strong, and the addition of this aircraft gives us the confidence to provide more tailored solutions for our customers," Kerins added. "It also enhances our ability to diversify cargo handling while strengthening supply chain resilience for blue-chip companies across key industries."

Magma emphasized that while fleet expansion is central to its growth, it is being executed carefully, considering rising lease rates and operational sustainability. The company's operations team has meticulously prepared for the aircraft's integration, with route planning, handling arrangements, ULD provisions, and service level agreements firmly in place.

Looking ahead, Magma aims to triple its fleet by 2030 with a balanced mix of wide-body aircraft, including additional B747Fs and Boeing 777 Freighters. This latest addition demonstrates the company's commitment to controlled, sustainable growth while maintaining operational excellence and high service standards for its global customer base.

Magma Aviation was launched in 2010 to commercially and operationally manage dedicated wide-body cargo aircraft, contracted on an exclusive basis from airline partners.

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Turkish Cargo Launches new product for the aviation industry: TK AERO

Istanbul, Türkiye: Turkish Cargo, the global air cargo brand of Turkish Airlines, has launched TK AERO, a logistics product specially developed for the sensitive and time-critical transportation needs of the aviation industry.

Comprising two segments, TK AERO provides fast and reliable transportation solutions for different operational requirements through its SPARE and ADVANCED options.

TK AERO SPARE is designed for the flexible, fast, and secure transportation of all aircraft parts, including landing gear, wings, and avionics systems. Cargo under this service is accepted without any weight or size limitations. Shipments are carried out using priority handling and loading procedures.

TK AERO ADVANCED is designed for the transportation of large, heavy, and sensitive aircraft engines as well as helicopter components. Going beyond standard cargo processes, this service offers engineering-focused planning, digital integration, and customized operational solutions:

- Technical evaluation and special loading plan: Before each transport, an engineering analysis is conducted based on the component's structure and aircraft type, and a customized loading scenario is prepared. In engine transport, SOPs (Standard Operating Procedures) specific to each engine type are applied.
- Dedicated Team Support: Certified Aircraft Loadmaster team ensures the operational plan is correctly implemented on site. The team oversees the loading, fastening, and unloading of engines, managing the process on site. All these processes are carried out using checklists, sensitive handling techniques, and specialized equipment. TK Aero Team works in integration with digital infrastructure, taking charge of end-to-end process management. The teams monitor operations on site 24/7, ensuring coordination among all parties. For time-sensitive and critical transports, customized procedures are activated.
- Seamless communication through digitalized processes: Requests for engine shipments are received digitally via the TKGO platform or website. Pre-booking and control form applications accelerate operational planning and simplify the information flow. The system allows senders to easily provide feedback regarding the process.

Turkish Airlines Chief Cargo Officer Ali Türk, stated: "In aviation logistics, designing processes correctly is as important as the concept of time. In developing TK AERO, we put engineering at the center and built an end-to-end system that addresses the varied needs of operations. Thus, we can effortlessly handle the most sensitive operations, ranging from AOG scenarios to engine transports. While our reservation processes are supported by digital integration, our on-site operations are carried out by expert teams and defined procedures. TK AERO provides our business partners not only with speed but also with operational continuity and security. With our extensive flight network, modern infrastructure, and technical expertise, we will continue to raise the bar in aviation logistics."

Agile Operations Racing Against Time in AOG Shipments

In aviation, time loss in AOG (Aircraft on Ground) situations, which cause operations to halt, results in critical consequences. TK AERO steps in during these scenarios, offering integrated solutions through the TK URGENT service, which is designed for time-critical shipments.

AOG shipments are handled on a priority basis, with guaranteed capacity and reservations. At the SMARTIST facility in Istanbul Airport, shipments handled quickly are directed to the first available flight with the shortest transfer times. TK AERO TEAM ensures operational continuity by providing full control and seamless coordination at every stage of the process.

4RCARGO appointed exclusive GSSA for Turkish Cargo in Slovakia

Bratislava, Slovakia: 4RCargo has been appointed Turkish Cargo's exclusive General Sales and Service Agent (GSSA) in Slovakia.

The new partnership will allow 4RCargo's customers in the Slovak market access to Turkish Cargo's unparalleled network connecting through Vienna, Frankfurt, Linz, Munich, and Prague, before transiting Turkish Cargo's central hub in Istanbul.

Responding to market demands, 4RCargo opened a new office in Bratislava earlier this year, demonstrating a clear commitment to the region and paving the way for its appointment as Turkish Cargo's exclusive GSSA in Slovakia.

"We greatly look forward to both representing and working with the Turkish Cargo team for the Slovakian market," said Pawel Kazmierczak, Managing Director, 4RCargo. "With an easily accessible global network, the partnership between Turkish Cargo and 4RCargo will open the door for Slovak customers to continue to grow exports whilst receiving unparalleled customer experience."

Ali Türk
Turkish Airlines Chief Cargo Officer

Turkish Cargo will benefit from 4RCargo's new Customer Relationship Management (CRM) and multimodal capacity management system, SugarCRM, accessible through a mobile app, which delivers complete visibility, updating capacity information in real time to improve efficiency and visibility for 4RCargo customers and sales teams alike.

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Luxcargo Handling Teams Up with IBS Software to Digitally Transform Ground Operations in Luxembourg

Luxembourg: Luxcargo Handling, a subsidiary of Cargolux—the largest all-cargo airline in Europe and Luxembourg's national flag carrier—has partnered with IBS Software to digitally modernize and streamline its ground handling operations. Handling up to 1.2 million tons of cargo annually, Luxcargo Handling will implement IBS Software's iCargo CTO (Cargo Terminal Operations) to replace legacy systems and enhance efficiency across its core ground handling processes.

The iCargo CTO system will elevate Luxcargo Handling's ground handling services by enabling a fully digital-first approach. With this solution, Luxcargo Handling will benefit from barcode scanner-enabled operations and real-time data capture, providing greater visibility and control across all processes. The system will drive data-centric workflows, streamline mobile-enabled operations, and accelerate the shift to paperless procedures. Additionally, it ensures compliance with industry standards and lays the groundwork for adopting emerging frameworks, such as Cargo One Record, further future-proofing Luxcargo Handling's operations.

"Partnering with IBS Software will give us the opportunity to leverage digitization to consistently and easily deliver efficient ground handling services. Updating our legacy systems will allow us to have more visibility over our operations, and data, unlocking new and efficient ways of working." said Sébastien Bauce, Executive Vice President at Luxcargo Handling.

Radhesh Menon, Head of Cargo and Logistics Solution at IBS Software, commented, "This partnership with Luxcargo Handling, a key and active air freight platform in Europe, shows how the iCargo and iCargo CTO solution can meet the varied needs of air cargo and ground handling operators. We look forward to seeing the new digital capabilities that Luxcargo Handling will leverage as they continue to play a significant role in the successful distribution of global goods."

The partnership with Luxcargo signals a significant achievement for IBS Software, who will automate all air cargo transportation in and out of Luxembourg, one of Europe's most vital cargo hubs.

Global Air Cargo Demand Up 4.1% in August 2025, Marking Sixth Consecutive Month of Growth

Geneva, Switzerland: The International Air Transport Association (IATA) has reported that global air cargo demand increased by 4.1% year-on-year in August 2025, measured in cargo ton-kilometers (CTK). This marks the sixth consecutive month of year-on-year growth, underscoring the resilience of the air cargo sector amid shifting global trade dynamics.

International air cargo demand rose by 5.1% in August, with capacity expanding by 3.7% compared to the same period last year. The growth is attributed to several factors, including a shift from sea freight for high-value goods as shippers seek to mitigate risks associated with tariff changes. Additionally, trade patterns indicate a diversion of some cargo away from North America, leading to stronger growth on Europe–Asia, within-Asia, Africa–Asia, and Middle East–Asia trade lanes.

IATA Director General Willie Walsh commented, "Air cargo demand grew 4.1% in August, marking the sixth consecutive month of year-on-year growth. Volumes continue to grow even as global trade patterns change. Air cargo has benefited from a shift from sea for some high-value goods as shippers try to minimize the risk of tariff changes."

Regional performance varied, with African airlines recording the strongest growth at 11% year-on-year, followed by Asia-Pacific airlines at 9.8%. European airlines experienced a 3.2% increase, while Middle Eastern airlines saw a 2.7% rise in demand.

The sustained growth in air cargo demand highlights the sector's adaptability and critical role in global supply chains, particularly in the face of evolving trade policies and economic uncertainties.

Hecksher Introduces SAF Certificates for Air Freight to Drive Sustainable Logistics

Patrik Westraeus, Head of Sustainability, Greencarrier Group, and Niklas Olsson, CEO, Hecksher

Gothenburg, Sweden: Hecksher has launched Sustainable Aviation Fuel certificates (SAFc) as part of its expanding sustainability strategy, providing companies with a practical way to address the environmental impact of air freight. SAFc is a market-based mechanism that separates the environmental benefits of Sustainable Aviation Fuel (SAF) from the physical product through a "book and claim" system. This approach has become an important tool for reducing emissions linked to business travel and cargo transport.

SAF, produced from certified sustainable feedstocks such as used cooking oil and residual waste, can reduce life cycle CO2e emissions by up to 80%, according to IATA. "We have already made significant progress in reducing sea freight emissions. With SAFc, companies can support the replacement of fossil kerosene in aviation, gaining a transparent, scalable, and easily implementable solution to address Scope 3 emissions—without altering carriers, routes, or operations," said Niklas Olsson, Group CEO, Hecksher.

The process is straightforward: Hecksher calculates air freight emissions, the customer selects a SAFc amount to offset them, and the certificates—verified and registered under strict quality controls—ensure transparency and prevent double claims. Customers then receive a digital certificate documenting their emission reductions.

"Our model allows us to offer SAF at purchase price, making it more cost-effective compared to several providers," added Patrik Westraeus, Head of Sustainability at Greencarrier Group, Hecksher's parent company.

The initiative is delivered in partnership with STX Group, a global environmental commodities trader. "We're proud to support Hecksher and Greencarrier in advancing SAF adoption and building liquidity in this vital market," said Fabian Roobeek, Managing Partner at STX Group.

Scan Global Logistics Strengthens Global Presence with Strategic Expansion into India

Copenhagen, Denmark: Scan Global Logistics (SGL), a leading global logistics provider, has officially announced its entry into India, marking a significant milestone in its international growth strategy. The move reflects SGL's commitment to strengthening its footprint in one of the world's most dynamic and fast-growing economies.

SGL will initially launch operations in Mumbai, Delhi, and Chennai, with Mumbai serving as the head office. The newly appointed CEO of India, Vikash Agarwal, brings extensive industry expertise from leadership roles at Maersk, CEVA Logistics, and Rhenus Logistics. Most recently, he served as Managing Director for South Asia at A.P. Moller – Maersk.

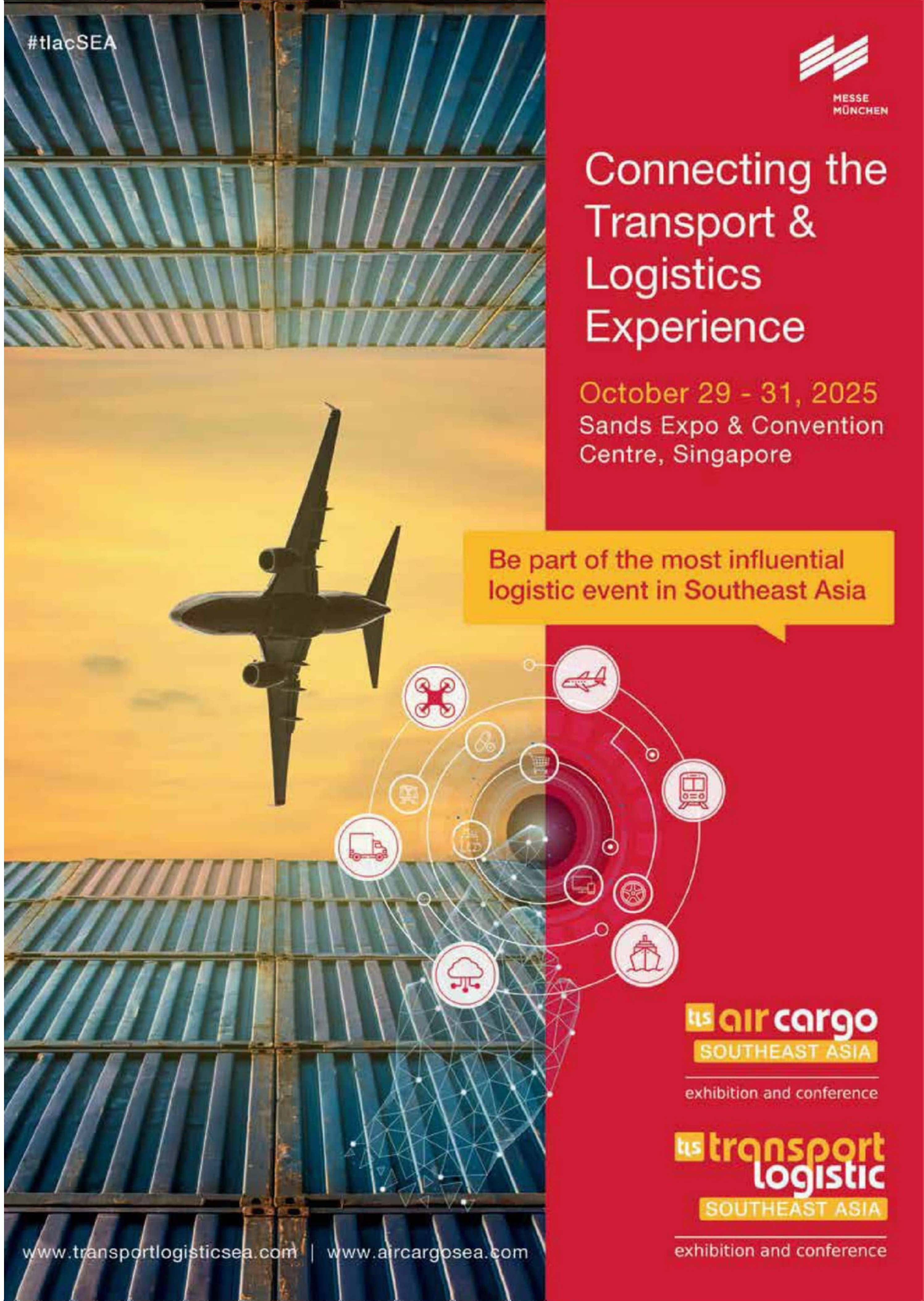
Allan Melgaard, Global CEO of SGL, commented: "India has long been a priority for us. While it took longer than expected, we wanted the right leadership team aligned with our values and customer-first approach. With Vikash and his team, we are confident about building a strong presence."

Ragnar Dalen-EVP Corporate Development; Rickard Ingvarsson-CEO Asia; Allan Melgaard-Global CEO; and Vikash Agarwal-CEO India

India, the world's fifth-largest economy with consistent GDP growth of 6–7%, is projected to become the second-largest by 2075, creating immense opportunities for logistics providers. By establishing local operations, SGL aims to support multinational companies in India as well as Indian enterprises expanding globally, offering tailored solutions in Project Logistics, Humanitarian Logistics, and comprehensive freight services.

Vikash Agarwal added: "India is a market where agility, trust, and speed are crucial. We are building a flexible, customer-driven organization from the ground up to deliver solutions that truly fit our clients' needs."

This expansion follows SGL's recent acquisitions in Brazil, Italy, and Canada, underscoring its ambition to scale globally and become a preferred logistics partner worldwide.



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CargoAi and Descartes Integration Simplifies Air Cargo Quote and Booking Workflow

Singapore: CargoAi, a leading freight and logistics technology platform, has announced the integration of its Quote & Book API with the Descartes Global Price Management™ (GPM) solution. This collaboration enhances the digital transformation of the air cargo booking process by offering Descartes' customers instant, streamlined access to rates, schedules, and capacity from over 106 airlines—all with a single click.

The integration offers real-time access to transport capacity, connecting directly to over 106 eBooking airlines, 670+ live schedules, and 160+ real-time rates. It enables Descartes users to manage air cargo spot rates and reservations through CargoAi's hybrid FlyWindow feature, ensuring seamless operations even without direct airline API connectivity. Automated booking processes remove the need for lengthy manual negotiations, providing a faster, more efficient experience. Additionally, the frictionless integration with the Descartes solution allows freight forwarders and logistics companies to enhance their operational efficiency.

With the combined solution, CargoAi and Descartes simplify the user experience and enable companies to book air cargo smarter, faster and more flexibly.

This partnership enhances access to transport capacity, reduces operational friction, and boosts transparency across logistics processes.

"Integrating Quote & Book API and FlyWindow into Descartes GPM provides transport professionals with a flexible, high-performance solution that automates and simplifies freight booking, driving the sector's digital transformation," said Matt Petot, CEO of CargoAi.

Scott Sangster, General Manager, Logistics Services Providers at Descartes, added, "The CargoAi integration enables companies to efficiently search, compare, quote, and book capacity directly from Descartes GPM, improving customer experience, reducing operational stress, and optimizing shipment margins."

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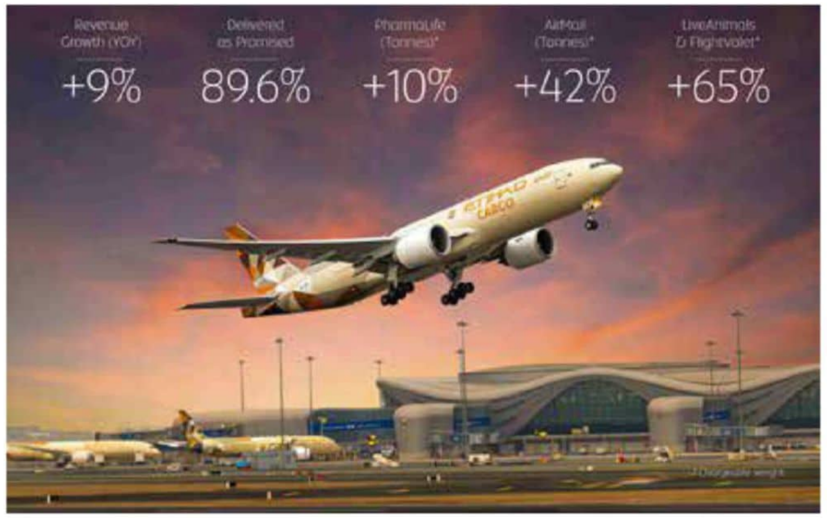
Etihad Cargo Reports Strong H1 2025 performance driven by premium products, agile network and strengthened partnerships

Strong performance achieved across all regions, led by the Central Region and UAE market. Cargo revenue up 9% year-on-year, supported by capacity and yield growth.

Abu Dhabi, UAE: Etihad Cargo, the logistics arm of Etihad Airways, has reported strong performance across all markets in the first half of 2025, reinforcing the airline's agility and resilience in a dynamic global landscape.

Positive performance was achieved across all region's year-on-year with the overall cargo revenue increased 9% year-on-year reflecting growth in both capacity and yield.

"These results demonstrate that Etihad Cargo is delivering sustainable performance by focusing on premium products, agile network planning and close partnerships with our customers. Adaptability and customer-centricity remain central to our success," said Stanislas Brun, Chief Cargo Officer, Etihad Airways.



Etihad Cargo's flexible e-commerce strategy empowered SMEs and local businesses, strengthening Abu Dhabi's role as a regional hub for logistics and digital commerce.

To meet rising demand, Etihad Cargo strengthened its fleet with the recent delivery of an additional Boeing 777 freighter from Atlas Air, further enhancing capacity and flexibility across its network.

The airline also deepened its strategic partnership with China's SF Airlines, establishing a metal-neutral Joint Business Agreement that integrates operations and capacity across key trade corridors. This has introduced a weekly Shenzhen–Abu Dhabi freighter service and expanded frequencies on the Abu Dhabi–Ezhou route, raising weekly capacity between the carriers to approximately 630 tons.

Etihad Cargo achieved an 89.6% year-on-year improvement in its Delivered As Promised rate though continuous service reliability.

Network Expansion

Global capacity rose 8% year-on-year, supported by additional belly hold and freighter operations, including new routes and redeployed capacity in high-demand markets. Abu Dhabi's Zayed International Airport continued to serve as a strategic hub, reinforcing the UAE's position as a global gateway for express cargo and e-commerce flows.

IAG Cargo Strengthens Temperature-Controlled Offering with SkyCell Containers

London, UK: IAG Cargo, the cargo division of International Airlines Group (IAG), has expanded its services by approving SkyCell's 1500X temperature-controlled containers for use across its global network.

This marks another milestone for IAG Cargo's Constant Climate cold chain service, providing pharmaceutical customers with enhanced options for highly advanced and sustainable packaging to utilize that ensures the integrity of temperature-sensitive shipments such as vaccines and biologics.

The robust SkyCell 1500X series offers up to 270 hours of independent runtime, which can be further extended when placed in a cold room or reefers truck, ensuring cold chain protection even in the face of extreme weather or unexpected delays.

Jordan Kohlbeck, Head of Pharmaceutical at IAG Cargo, commented, "IAG Cargo's approval of SkyCell containers was achieved through extensive collaboration and cross-functional teamwork within our organization.

"The pharmaceutical industry demands innovative, sustainable solutions they can rely on, and that's exactly what we are focused on. The addition of SkyCell enables us to offer customers access to a full suite of approved temperature-controlled packaging solutions that meet the highest of standards."

The SkyCell 1500X series is not only highly reliable, but also an environmentally sustainable option. With a low volumetric weight, CO2 emissions are reduced by up to 50% with every shipment, and its design focused on reusability and repairability, further minimizes environmental impact.

IAG Cargo offers capacity to six continents, facilitating a seamless cargo journey to any part of the world via its four hubs located in London, Madrid, Dublin and Barcelona.

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American Airlines Cargo Joins Unilode's ULD Network

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Opfikon, Switzerland: Unilode Aviation Solutions, the global leader in outsourced Unit Load Device (ULD) management, repair, and digital services, is proud to announce American Airlines Cargo as the newest partner in its worldwide network.

Under this partnership, Unilode will manage the entire American Airlines Cargo ULD fleet, providing industry-leading repair, maintenance, and digitalization solutions.

To ensure a seamless transition, Unilode introduced a tailored onboarding process specifically for American Airlines Cargo. This included roadshows across the United States and globally, offering hands-on training and information sessions to ensure that the American Airlines Cargo team felt comfortable and confident in the partnership even before day one.

Unilode has also created a dedicated American Airlines Cargo Customer Success Team, based in Dallas-Fort Worth and across the world, to provide 24/7 support and ensure the airline's ULD needs are always covered. This team will work hand in hand with American Airlines Cargo to deliver continuous improvement, customer-specific solutions, and the highest levels of service.

At the heart of this partnership is Unilode's dedication to ULD-management excellence. From sustainability initiatives and digitalization to tailored customer solutions, Unilode is committed to ensuring every ULD delivers value, efficiency, and reliability.

"We are delighted to welcome American Airlines Cargo into our global ULD management network," said Janis Balkens, Chief Operations Officer. "This is more than just managing ULDs — it's about building trust, delivering tailored onboarding, and providing dedicated support to one of the world's largest airlines."

"American Airlines Cargo strives for continuous improvement in operational performance," said Sam Mendenhall, Vice President American Airlines Cargo Operations. "Unilode's expertise in ULD management, repair, and digital tracking technology will play a crucial role in modernizing our operations and ensuring the highest level of reliability and service for our customers."

This collaboration is a testament to Unilode's innovation and commitment to its customers, as well as its creation of lasting value through sustainable and digital ULD management. The focus now is on delivering on our promises and building a partnership with American Airlines Cargo that will grow stronger year by year.

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LATAM Cargo Ramps Up Europe–South America Network

Santiago, Chile: LATAM Cargo Group will expand its Europe–South America freighter network from October, doubling Brussels–Buenos Aires frequencies to four per week and launching a new Brussels–São José dos Campos (SJC) service on October 2.

Brussels–Buenos Aires: four weekly freighters, doubling current capacity and targeting roughly 80–100 tons a week. The move responds to steady demand from high-value sectors including pharmaceuticals, automotive, and consolidated general cargo, while offering a more direct, reliable option versus previous indirect routings.

Brussels–SJC (São Paulo state): weekly from October 2, rising to two flights weekly in the winter season. The route is projected to carry around 50 tons per week—mainly industrial products, auto parts, consumer goods, and general cargo—serving SJC's role as a regional logistics hub in the Vale do Paraíba.

Matías Cortina, LATAM Airlines Group's commercial cargo director for Europe, said the upgrades make LATAM "one of the few operators offering frequent, direct cargo flights between Europe and Buenos Aires," adding that the network is designed to be "robust and flexible between Europe and South America."

The SJC addition eliminates the need for shipments to land at Guarulhos or Viracopos and continue by road, cutting transit times and costs. It complements LATAM's Miami–SJC freighter route launched in 2023, which has already scaled to three weekly flights with more than 150 tons of weekly capacity to São Paulo's interior.

The enhancements form part of LATAM's broader expansion on the Europe–South America axis, including an increase to 15 weekly frequencies in both directions, reinforcing the carrier's position as a strategic partner for international trade across the region.

LATAM Cargo, the air freight division of LATAM Airlines Group, is a leading logistics provider across Latin America and beyond. Operating a modern fleet and leveraging extensive regional and global networks, the company specializes in transporting a wide range of goods, including perishables, pharmaceuticals, e-commerce shipments, and oversized cargo. LATAM Cargo emphasizes reliability, safety, and efficiency, supported by advanced tracking and handling systems. With a strong focus on innovation and customer-centric solutions, it connects businesses and markets seamlessly, playing a pivotal role in facilitating trade, commerce, and economic growth throughout the Americas and globally.

Garuda Indonesia Partners with WebCargo by Freightos for Real-Time eBooking

Barcelona, Spain: Freightos Limited, a leading global freight booking and payment platform, today announced that Garuda Indonesia Cargo, the cargo division of Indonesia's national airline, has joined WebCargo by Freightos, offering real-time eBooking to freight forwarders worldwide.

As a key carrier in Southeast Asia's export market, Garuda Indonesia will initially provide its air cargo capacity exclusively through WebCargo by Freightos. Forwarders now have direct access to vital trade lanes connecting Indonesia with major global hubs, including Jakarta (CGK) to Singapore (SIN), Tokyo Haneda (HND), Jeddah (JED), Shanghai (SHA), Sydney (SYD), and Denpasar (DPS) to Sydney (SYD), Tokyo Narita (NRT), and Hong Kong (HKG).

This collaboration underscores WebCargo by Freightos' position as a leading digital cargo booking platform, supporting tens of thousands of freight forwarder offices worldwide in securing instant capacity, pricing, and online bookings.

"Southeast Asia plays a crucial role in global trade, and Garuda Indonesia is an essential player in connecting the region globally. By offering their capacity exclusively on WebCargo by Freightos, forwarders gain seamless access to some of the busiest trade routes," said Zvi Schreiber, CEO of Freightos. "From fashion exports to high-tech goods, this partnership enables efficient cargo space booking with real-time visibility, enhancing global trade."

Garuda Indonesia President and CEO Wamildan Tsani added, "This strategic collaboration strengthens our cargo performance, expands our international presence, and unlocks new growth opportunities. By enhancing the accessibility and efficiency of Garuda Indonesia's air cargo services through digital initiatives, we aim to deliver a seamless online booking experience and continue meeting our customers' evolving needs."

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DHL and Hapag-Lloyd Advance Decarbonization in Supply Chains

A CLEANER FUTURE FOR SHIPPING

Bonn, Germany: DHL Global Forwarding and Hapag-Lloyd have taken another decisive step in their joint mission to decarbonize supply chains. The two companies recently signed a three-year framework agreement focused on reducing Scope 3 greenhouse gas (GHG) emissions through the use of sustainable marine fuels within Hapag-Lloyd's fleet. As part of this partnership, their first order—delivering 25,000 tons of CO2e well-to-wake emission reduction—was successfully completed in July 2025. The biofuels used are second-generation fuels derived from waste and residue feedstock, underscoring both companies' commitment to climate action.

"This agreement represents a crucial milestone in our journey toward a decarbonized shipping industry," said Casper Ellerbaek, Head of Global Ocean Freight at DHL Global Forwarding. "Together with Hapag-Lloyd, we are enabling customers to pursue their climate goals through sustainable marine fuels and the book and claim mechanism."

The collaboration highlights the value of book and claim, a chain of custody approach that allows customers to claim Scope 3 emission reductions separately from physical fuel usage. This flexibility is essential given the limited global availability and higher cost of sustainable marine fuels.

Hapag-Lloyd Managing Director Global Sales, Danny Smolders, added: "Through our Ship Green product, we have demonstrated how collaboration can accelerate decarbonization and create meaningful impact."

Both companies are pursuing ambitious targets—Hapag-Lloyd aims for net-zero fleet emissions by 2045, while DHL has set 2050 as its goal. Through initiatives like DHL's GoGreen Plus and Hapag-Lloyd's Ship Green, they continue to provide customers with sustainable logistics solutions, paving the way for a greener future in global shipping.

Gulftainer Strengthens Multimodal Logistics with New Hubs Linking Sharjah to Global Trade

Sharjah, UAE: Gulftainer, a UAE-based global provider of supply chain, logistics, and multi-purpose port solutions, is driving Sharjah's transformation into a leading multimodal logistics hub. Through scalable and seamless solutions, the company enables uninterrupted trade across the UAE, the wider Gulf, and international markets via the Khorfakkan Commercial Terminal.

With over five decades of operational expertise, Gulftainer manages a diverse portfolio of assets, including multi-purpose ports, terminals, inland transport networks, and integrated logistics hubs. As the UAE advances major connectivity projects such as Etihad Rail, Gulftainer is positioned as a critical partner in building integrated logistics capabilities that deliver greater supply chain efficiency.

Sharjah holds a unique geographic advantage, with infrastructure on both the eastern and western seaboards of the UAE, making it an emerging hub for multimodal connectivity across sea, land, and rail. Enhancing this advantage, Gulftainer has recently launched two milestone facilities: the Sharjah ICD—the UAE's first bonded inland container depot—and K-Flow, a state-of-the-art logistics facility within the bonded zone of Khorfakkan Commercial Terminal. These projects reinforce Sharjah's role as a strategic gateway into the UAE and regional markets.

Farid Belbouab, Group CEO of Gulftainer, highlighted the company's vision: "As global supply chains demand greater connectivity, we are investing in multimodal logistics that integrate sea, land, and rail. Our hubs improve cargo velocity, expand reach, and offer customers unmatched flexibility."

These new facilities provide essential multimodal links between seaports and inland markets. Together, they establish the foundation of a next-generation logistics ecosystem—aligned with Gulftainer's vision for an integrated, intelligent, and resilient global supply chain network.

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Hactl: Transforming Air Cargo Operations

Hong Kong Air Cargo Terminals Limited (Hactl) is the largest independent air cargo handler at Hong Kong International Airport (HKIA), the world's busiest air cargo hub. Established in 1976, Hactl operates SuperTerminal 1, the world's largest multi-level air cargo terminal, with a designed capacity of handling up to 3.5 million tons of cargo annually.

Hactl provides a comprehensive range of services, including terminal and ramp handling, special cargo handling (such as dangerous goods), documentation, air cargo documentation, and integrated logistics solutions. Through its wholly owned subsidiary, Hong Kong Air Cargo Industry Services Limited (Hacis), Hactl also offers custom-bonded cross-border road feeder services connecting China and Hong Kong.

In line with its commitment to safety and innovation, Hactl has implemented an intelligent cargo thermal detection system. This system monitors cargo temperatures in real-time, triggering alerts for abnormalities, thereby enhancing safety measures at the city's busiest independent cargo hub.

Wilson Kwong
Chief Executive, Hactl

In an exclusive interview with Air Cargo Update, Wilson Kwong, Chief Executive of Hong Kong Air Cargo Terminals Limited (Hactl), reflects on the evolution of his leadership and the company's pioneering role in the global air cargo industry.

Building on the visionary work of his predecessor, Kwong has focused on automation, digitization, and sustainability, positioning Hactl as a forward-looking leader while maintaining operational excellence.

Kwong emphasizes Hactl's commitment to sustainability, describing it as both a moral and strategic imperative.

Technological innovation remains central to Hactl's growth. Kwong highlights the Integrated Hactl Control Centre (iHCC), which centralizes operations, enhances crisis response, and optimizes resources.

Looking ahead, Kwong envisions Hactl expanding globally through partnerships, sharing its expertise, and continuing to advance cargo handling technologies. The company's long-standing culture of efficiency and innovation, combined with investments in AI, robotics, and advanced storage solutions, ensures Hactl remains a benchmark in air cargo handling while preparing for the challenges of a rapidly evolving logistics landscape.

Hactl's been a cornerstone of Hong Kong's air cargo operations for decades. How's your leadership approach evolved since becoming a CEO, especially in navigating both legacy excellence and modern transformation?

My predecessor, Mark Whitehead, who was a visionary leader for the company who undertook a number of important initiatives designed to future-proof the company after the departure of our largest shareholder to become a competitor in 2012. What I think I've done since then is built on what Mark and his team achieved at the time and take the company further forward, particularly in the fields of automation, digitization and, equally importantly, sustainability.

Our view is that sustainability, although often talked about, is something which still is lacking in practice but is extremely important not only in this industry but in industry across the world because if there is no planet, there is no future for business.

What's your long-term vision for Hactl? How do you see the company's role evolving in the next 10 to 15 years given the global shift in supply chain trade dynamics?

Hactl was conceived as a handler and immediately became a forward-looking leader, today it is still a leader in the field.

That's our business, that's where our expertise lies, that's where our excellence and achievements have been made. Having said that, we remain today as a single operation in a single city and we are seriously looking at overseas expansion into other countries.

But we also see our role potentially as working in partnership with other organizations around the world so that we can share our expertise and our achievements with other airports and other handlers and airlines where our legacy of achievement can bring something to the party.

Hactl's made major strides in automation and digitalization. Can you share specific innovations you're most proud of and what's next on your technology roadmap?

The whole process of automation and digitalization is ongoing; it's a race without a finishing line. That said, we have achieved a great deal and there have been some milestones along the way and ones which I'm particularly pleased and proud about and which have proven to be extremely successful.

Sustained investment in bespoke hi-tech solutions underpins Hactl's constant quest for smarter working, greater resilience and improved performance. The iHCC (Integrated Hactl Control Centre) employs cutting-edge technology to centralize all our operations, systems and maintenance control for the first time. It enables duty managers to monitor every aspect of Hactl's vast operations – from traffic management at its truck parks through the many different functional areas of the terminal, to cargo dispatch and aircraft loading.

iHCC proactively monitors workload and enables optimal allocation of resources. It is also a powerful crisis management facility that enables swift, decisive responses to any emergencies, further strengthening Hactl operational resilience.

We have also embarked on implementing robotic processes, first putting our toe in the water a few years ago with our robotic automated parts store—a small-scale yet vital initiative that now supplies urgent spare parts to our engineers around the clock, ensuring our heavy handling machinery operates 24/7 without interruption. This experience not only demonstrated the value of robotic processes but also opened our eyes eyes to other potential applications.

Currently we are working on autonomous electric tractors to tow cargo on the ramp. This is a work in progress but it's definitely going to be another game changer for the business and indeed for the industry as a whole because it removes our reliance on having enough ramp staff available. So, what we're doing with the autonomous electric tractors is future-proofing ourselves and removing our reliance so much on human personnel to perform many of the repetitive duties that we have to do on a daily basis.

The future will see more of the same and definitely robotics is a way forward.

Hong Kong has faced major disruptions in recent years from the pandemic to geopolitical tension. What were the toughest decisions you had to make during these periods and what lessons did you take from them?

I wouldn't characterize any of the decisions we've taken over recent years as particularly tough, more necessary. What became very obvious in the early days of Covid was that we would not necessarily always be able to rely on having enough workers at any one time on site to perform the duties and provide the level of manpower that we would need to carry on our business in the normal way. So, we did two things, one earlier on and one more recently.

The first was to reinvent our IT infrastructure so that it facilitated remote working and although that's not as essential today as it was in 2020 and 2021, it remains there to be used if the eventuality should ever occur once again. The business today in IT terms is much more resilient and much more future-proof and less reliant upon having bodies actually at their desks in our premises. The other thing that we've done off the back of Covid was to create the Integrated Hactl Control Centre - the centralization of all management of our giant facility in one management suite with every conceivable modern technology available to us including touch screens so that we can literally see on the walls in front of us where every piece of cargo and where every container is on our giant estate.

We can see workflows, we can marshal our resources and optimize their deployment and we can also use AI to predict impending workflow peaks and prepare better for them.

Sustainability is increasingly critical in air cargo. What concrete actions is Hactl taking to reduce its carbon footprint and support green logistics?
What I will say is that still a surprising number of people regard sustainability as nice to have or an option. We don't see it that way. We see it as an absolute prerequisite and essential for our business.

Something I will add here which I frequently say is actually, what is good for sustainability is also good for the bottom line.

There have been so many instances over the years of things which we have done which have been done with a green agenda and with a green driver behind them but which have subsequently proven also to make the business more efficient, more cost effective, to save money, and ultimately to improve our bottom line and make our business more resilient and more future-proof. Sustainability isn't an option it's a must have.

Among the many initiatives Hactl has undertaken are:

- Launched the Green Terminal Programme in 2018.
- An Annual green week to engage HKIA (Hong Kong International Airport) community and Hactl staff in promoting sustainability.
- Switching to biodiesel and renewable alternatives in GSE (Ground Support Equipment).
- Various upcycling projects: BEAM+ Platinum accredited office refurbishment project, zero-waste uniform upcycling project to transform old, unused uniforms into teddies, cups and cutlery.
- Committed to reduce absolute scope 1, 2 and 3 GHG (greenhouse gas) emissions by 50.4% by 2030, from a 2018 base line. The targets have been approved by SBTI.

Hactl
Worldwide

> We can see workflows, we can marshal our resources and optimize their deployment and we can also use AI to predict impending workflow peaks and prepare better for them.

How do you foster innovation and agility within a large mission-critical organization like Hactl while maintaining operational excellence?
Hactl was created with the very purpose of introducing new levels of efficiency to handling operations at Hong Kong.

It's put efficiency and how you achieve efficiency at the very heart and within the very DNA of the Hactl business. Innovation has been our bedfellow ever since those early days. It's still our friend, we still embrace it willingly, and we still drive it quite aggressively on a daily basis.

At Hactl, we have a Performance Enhancement Team dedicated to enhancing efficiency through innovations. This is a small group of people drawn from different areas and different disciplines of our business whose skills, knowledge, and experience are complementary. They're a kind of microcosm of the business.

They understand it as well, if not better than anybody else, and their job is to go out on a daily basis and look for inefficiencies and bottlenecks within the business and within our workflows and find tech-led solutions to solve those problems. They are now an essential and integral part of our overall business.

We look at other businesses of our kind of size and wonder how they get by without having such a team because we find them now absolutely indispensable and we wouldn't be without them.

Super Terminal 1 has long been considered a benchmark in cargo terminal design. What upgrades or expansions are currently underway or plan to keep it competitive in a rapidly evolving logistics landscape?
Next year is our 50th anniversary, we've been innovating, we've been introducing new concepts and new technologies into the business of air cargo handling. Very early on we produced the first multi-level cargo terminal in the world where everybody else was working on one floor level.

Then we started installing elevating transfer vehicles within our premises. Again, something which was almost unheard of within the industry anywhere and we were the first, if not one of the first, to introduce that kind of technology on a big scale. So we are ahead of the game, we've always been ahead of the game.

We are also completing the digitalization process and also looking at leveraging artificial intelligence to use it in a bigger way within our business than we are already do. Looking at automation like what we're doing on the ramp and incidentally what we're doing on the ramp with the autonomous electric tractors will ultimately inform other things that we would like to automate as well. For example, ramp loading and certain activities within our handling warehouse which could also be performed with driverless vehicles.

How's Hactl balancing the need for space-intensive cargo handling operations with the spatial limitations of operating at a densely packed international hub like Hong Kong International Airport?
Well again, this is really in Hactl's DNA. The whole purpose, the whole raison d'etre for Hactl right from the get-go was to make optimum use of a very restricted amount of space and even though we are now at a much bigger airport, space is still at a premium here.

We have constraints as a community; we have physical constraints about how much can actually be built and done within the airport envelope. We continue to look at ways in which we can optimize the use of every square centimeter of space which we occupy. In our particular case at Hactl, we've future-proofed our terminal to the degree where we still have several years' worth of growth capability within the existing building envelope before we have to start expanding it.

That's been achieved with our multi-level container storage system and our automated box storage system which make ruthlessly efficient use of storage space and definitely build upwards rather than outwards and are therefore perfectly designed to fit within the kind of environment that you're describing. But we do have the capability as and when we need to, which I'm sure will come one day.

Can you describe how Hactl manages special cargo handling such as pharma perishables, live animals and dangerous goods and what differentiates your facilities from competitors in that area?
Hactl has had a long history of gearing up for every new need that came along. One obvious example is the growth of pharmaceutical traffic with its accompanying requirements for temperature regulation, hygienic storage and so forth.

Pharma is no exception and we've done it with perishables; we've done it with live animals and Dangerous Goods. For example, we've done some very interesting work recently around the growing volume of lithium batteries that we're now required to handle, where we've separated their storage from other cargo within our giant facility.

> We're working ahead, looking to the future. We also make it a passion to go looking for every new quality control system and qualification that we can find and ensure that we comply with their requirements.

Hactl
Ramp Coordinator

We've put in firebreaks; we put in an intelligent thermal detection system to spot problems before they become problems. This is the kind of approach that we've always taken. We've recently opened a huge new temperature-controlled facility – Cool Chain Complex, the largest of its kind at Hong Kong, not because we need it today, but because we'll need it tomorrow.

We're working ahead, looking to the future. We also make it a passion to go looking for every new quality control system and qualification that we can find and ensure that we comply with their requirements.

So, we were very much up there with the front runners and another case in point would be that Hactl was the first air cargo handler in the world to achieve all four (Pharma, Fresh, Live Animals and Li-batt.) of the IATA CEIV certifications.

With peak cargo seasons growing more unpredictable, how do your facilities maintain throughput efficiency and avoid bottlenecks, especially during sudden surges in volume?
The Integrated Hactl Control Centre (iHCC) is the important element here. Through it, we can make sure that whatever resources are available to us are used in the most efficient and productive fashion possible. That's all about understanding your business, having an up-to-the-minute picture of what your current business levels are, what the cargo flows are, what deadlines you're meeting, how many aircraft you're handling, when the next one's arriving and when the next one's departing.

A control center like this means you can also cope with the unexpected bottlenecks, which invariably come in this business. Air cargo is all about unpredictability. We're all about dealing with the unpredictabilities.

UNITED
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United Cargo: Driving Growth and Sustainability in APAC

What are the United Cargo's key strategic priorities in APAC over the next 3 to 5 years?
United is continuing its expansion in Southeast Asia by introducing new and additional nonstop services to destinations such as Thailand, Vietnam, and further increasing its presence in the Philippines. In Australia, United is launching a new flight to Adelaide. Additionally, the focus remains on enhancing connectivity within Asia, ensuring the right capacity is allocated to key markets like Japan, where larger demand necessitates increased capacity.

Which emerging markets in APAC are currently under evaluation for potential cargo expansion or new service offerings?
United is now resuming direct flights to Vietnam and Thailand, transitioning from being offline. Additionally, we are doubling our capacity with twice-daily flights to Manila, Philippines.

Are there specific regions in APAC where United Cargo currently does not operate? If so, what are the barriers or considerations limiting service to those areas?
United Cargo operates across all countries in the APAC region, offering either online or offline services. Regardless of the size or cargo potential, the United network ensures representation and operations in every country within the region.

What kinds of cargo products or industries are driving demand in APAC?
The primary drivers of demand in APAC include semi-conductors, automotive devices, electronics, apparel, perishable, and most recently, lots of products for AI.

How is United Cargo addressing the growing demand for sustainable shipping solutions in APAC, particularly for large enterprise customers with ESG mandates?
Our main priority is expanding access to Sustainable Aviation Fuel (SAF), the most effective tool available today to reduce aviation emissions. Through United's Eco-Skies Alliance, we give APAC-based customers the opportunity to participate directly in SAF purchases on both annual and multi-year agreements, allowing them to embed lower-carbon solutions into their supply chains. At the same time, United Airlines Ventures, our corporate venture fund, is investing in innovative SAF producers and technologies, helping ensure that today's commitments also build the future supply our industry needs.

To build on this, United Cargo has launched a dedicated sustainability group to drive progress across our operations. This team is fostering a culture of continuous improvement, advancing initiatives such as recycling programs, incorporating trucking emissions into our reporting, and embedding ESG requirements into our partnerships. Our approach is both practical and forward-looking: scaling proven solutions like SAF and emissions transparency, while developing the culture, partnerships, and digital tools that will define the next generation of sustainable cargo. APAC is a key region for these efforts, and we're committed to helping our customers meet their logistics and climate goals.

How does cargo revenue performance in APAC compare to United Cargo's global performance, and what are the most profitable routes or hubs in this region?
In 2025, United Cargo's revenue rose 3.8% year-over-year. APAC is a large driver of that increase with the growth that the airline has seen across the Pacific region.

United Cargo, the freight division of United Airlines, continues to strengthen its footprint across the Asia-Pacific (APAC) region through strategic network expansion and innovative solutions tailored to meet evolving market demands. Operating over 4,500 daily flights to 339 airports worldwide, United Cargo leverages the extensive capacity of United's mainline fleet, which includes more than 720 aircraft, to deliver reliable and timely shipments.

United Cargo is committed to environmental responsibility through its Eco-Skies Alliance, aiming to achieve net-zero greenhouse gas emissions by 2050. This initiative reflects the company's dedication to sustainable practices in its operations.

With major U.S. hubs in cities such as Chicago, Denver, Houston, Los Angeles, New York/Newark, San Francisco, and Washington, D.C., United Cargo ensures extensive connectivity. This strategic positioning enables swift and efficient movement of goods across the globe.

United Cargo is intensifying its focus on the Asia-Pacific (APAC) region, recognizing it as a pivotal hub for global trade and logistics. The APAC area, encompassing Southeast Asia, East Asia, and Oceania, is experiencing rapid economic growth, making it a critical component of United Cargo's global strategy.

In 2025, United Cargo announced the launch of new routes to Bangkok, Thailand; Ho Chi Minh City, Vietnam; and Adelaide, Australia, thereby enhancing its presence in key APAC markets. These additions are part of a broader initiative to expand its Pacific network, which includes daily services from Los Angeles to Bangkok via Hong Kong, and direct flights connecting the U.S. to major cities like Auckland, Manila, and Christchurch.

To bolster its APAC operations, United Cargo has formed strategic alliances with local carriers such as Copa and Avianca. These partnerships facilitate smoother logistics chains and ensure efficient movement of goods across borders, particularly in Southeast Asia, where manufacturing and assembly sectors are on the rise

The cargo division of United Airlines, combines a vast network, diverse service offerings, commitment to sustainability, and technological advancements to provide reliable and efficient air freight solutions worldwide.

United Cargo's strategic initiatives in the APAC region underscore its commitment to expanding its global footprint, adapting to market changes, and leveraging technology to meet the evolving needs of international logistics.

UNITED CARGO

DREAMLINER
UNITED
Manager
Cargo

Envirotainer
Envirotainer

From Airport to Arrival: Ensuring Safe Travel for Live Animals

Transporting live animals by air requires meticulous planning, stringent adherence to international standards, and constant vigilance. Airlines handling such cargo must comply with IATA's Live Animals Regulations (LAR), which provide species-specific guidelines for enclosure sizes, ventilation, and environmental conditions. From mammals and birds to reptiles, each animal's physiological needs determine cage dimensions, temperature control, and feeding schedules, ensuring minimal stress throughout the journey.

Quarantine procedures are critical, especially when entering countries with strict biosecurity measures. Airlines facilitate smooth clearance by coordinating with veterinary authorities, ensuring that proper health certificates and documentation accompany each shipment. In cases where animals arrive without the required certificates at transit airports, airlines act promptly to notify authorities and implement temporary holding solutions while mitigating risks to other cargo.

Unexpected delays or diversions pose additional challenges. Airlines have contingency protocols for feeding, watering, and monitoring animals during prolonged waits, maintaining welfare standards even when schedules are disrupted. Noise reduction, vibration dampening, and controlled lighting in cargo facilities further reduce stress, reflecting an increasing focus on animal comfort beyond mere regulatory compliance.

With air cargo networks expanding globally, the role of professional, well-trained staff is paramount. Every stage—from pre-flight handling to in-flight monitoring and post-arrival care—requires precision and compassion. By adhering to rigorous standards, airlines not only safeguard animal welfare but also reinforce their reputation as responsible carriers, proving that humane treatment and logistical efficiency can fly in tandem.

Qatar Airways Cargo: Raising the Bar in Live Animal Air Transportation

What are the required quarantine procedures for live animals arriving in a country with strict biosecurity controls, and how do airlines facilitate these processes?

Countries enforce strict biosecurity protocols to protect ecosystems and public health. At Qatar Airways Cargo, we ensure full compliance with IATA Live Animals Regulations (LAR) and all country-specific import requirements.

Our teams conduct thorough pre-flight checks to verify animal health, documentation, and crate standards. We work closely with freight forwarders to meet all import and transit obligations. As both custodians and compliance partners, we ensure every live animal shipment adheres to destination laws while safeguarding animal welfare throughout the journey – through our internal, higher standards.

How should an airline respond if a shipment of live animals arrives at a transit airport without proper veterinary health certificates?

All animals are verified at origin to meet health, crate, and documentation standards. In very rare cases where documentation issues arise during transit, our trained teams act swiftly to resolve discrepancies in coordination with all stakeholders. Emergency contact details provided with each shipment enable rapid response.

Compliance and animal welfare are our top priorities. In Doha, animals are housed safely in our Animal Centre under 24/7 veterinary supervision until the issue is resolved—ensuring a controlled, regulation-compliant process.

How should airlines handle diversions or flight delays when live animals are on board, especially if the delay extends beyond the planned feeding/watering schedule?

In the event of a diversion or extended delay in Doha, our dedicated Animal Centre team is fully equipped to manage the situation with precision and care. Leveraging our world-class facilities, on-site veterinary services, and highly trained staff, we ensure that every animal receives the necessary attention, including timely feeding, hydration, and medical support.

For delays occurring at origin airports, our teams prioritize animal welfare by maintaining a safe and controlled environment. Special focus is placed on meeting essential needs such as food, water, and medical care, ensuring that all live animal shipments are handled with the highest standards of compassion and compliance.

What are the minimum enclosure standards for different species (e.g., reptiles vs. mammals vs. birds) under IATA LAR?

At Qatar Airways Cargo, compliance with IATA LAR is the baseline. In many cases, we require the shippers to exceed the standards, to help ensure the well-being of the animals. We go above the standards and our animal center in Doha is just one example of how we elevate industry standards:

- Our new 5,260m^2 temperature-controlled space with 24/7 veterinary care.
- Species-Specific Rooms: Separate zones for birds, fish, reptiles, cats, dogs, and horses.
- Enclosures: 180 kennels across 11 rooms, 24 horse stables with independent airflow 6.

This approach ensures that animals are not only transported safely but also housed in environments designed to reduce stress and maximize comfort.

How can handling procedures be adapted to reduce noise, vibration, and light exposure that may cause animal distress in airport cargo facilities?

Our Animal Centre is purpose-built to minimize stress for animals as much as possible. Ground movements are carried out using specialized vehicles designed to reduce vibration and impact. Within the facility, padded stables, low-stress lighting, climate control, and species-specific segregation create a calm and secure environment. To further enhance comfort, we even play soothing classical music in our dog rooms to help ease anxiety.

Sedative can be safely used on an animal prior to flight, and what are the risks according to aviation and veterinary guidelines?

Sedatives are considered only in rare, medically justified cases, and always with full veterinary certification. Any sedative requirements are administered by the shippers' veterinary care. At Qatar Airways Cargo, we follow a strict "prevention-first" philosophy. Rather than relying on medication, we prioritize expert handling, specialized training, and the creation of calm, species-appropriate environments. This approach ensures animal welfare is maintained without compromising safety or regulatory compliance.

How is mortality data for transported animals tracked, reported, and used to improve future shipments?

Transporting live animals is a profound responsibility, and transparency is key to continuous improvement. As a CEIV Live Animals certified carrier, Qatar Airways Cargo tracks, reports, and analyses every welfare incident. Each case is reviewed to identify lessons learned, which are then used to refine our procedures - ensuring that every future shipment is safer and more comfortable than the last. Any mortalities are reviewed at our weekly senior management team meetings, to understand the cause(s) and further preventative measures, both at Qatar Airways and Shippers are implemented.

How are temperature and climate restrictions for brachycephalic (short-nosed) dog breeds enforced at airports with high heat indexes?

For us, animal safety is non-negotiable. That's why we took a bold step and responsible decision to restrict the transport of brachycephalic breeds, whose unique physiology makes them more vulnerable to heat stress and respiratory complications. This policy reflects our commitment to animal welfare over commercial considerations. For all animals, we have seasonal embargoes, by station due to either high or low temperatures.

What protocols exist for mid-air medical emergencies involving live animals?

For the most sensitive categories of animals, an attendant travels onboard to monitor and care for them during their journey. In the event of a medical emergency, our teams coordinate swiftly between the cockpit, ground operations, and veterinary experts to ensure timely intervention. Every step is taken to protect the lives entrusted to us.

How is communication managed between the cockpit, cargo crew, and ground operations if a live animal shipment shows signs of distress?

Live animal transport demands seamless, real-time coordination across all operational teams. If distress is detected, immediate action is taken through synchronized communication between the cockpit, cargo handlers, the Control Tower, and ground support. At Qatar Airways Cargo, animal safety is not the responsibility of one team—it is the shared mission of the entire airline.

Etihad Cargo: Protecting Animal Welfare in Transit

What are the required quarantine procedures for live animals arriving in a country with strict biosecurity controls, and how do airlines facilitate these processes?

Etihad Cargo ensures all live animal movements comply fully with IATA Live Animals Regulations (LAR), countries government requirements/state variations are enforced to prevent the introduction of diseases, our process and procedures are developed to ensure Etihad Cargo products SkyStables and LiveAnimals are compliant with the applicable authorities and ministries for the import of live animals.

Before any live animal is to be planned to one of the destinations in the Etihad network an approval must be obtained on all documentation from the dedicated live animals team based in HQ, this is applicable for all routes even where strict biosecurity measures are not in place to ensure Etihad Cargo's focus remains on safety, quality and humane transport of live animals.

Where biosecurity measures are in place, local regulations are strictly adhered to transfer animals swiftly to the approved inspection or quarantine areas/holds. Different measures are in place depending on the country but may include controls like, segregation of animals due to animal type, high risk countries, country of origin, sick animals etc. These quarantine facilities maintain a high level of security like controlled access for authorized staff only, waste handling, hazmat equipment etc.

How should an airline respond if a shipment of live animals arrives at a transit airport without proper veterinary health certificates?

Etihad Cargo's main transit point is Abu Dhabi, If a shipment arrives during transit point without the correct veterinary health certificate, we would activate one of our mitigation procedures, this can be a multiple of things like not permitting onward movement, storing the animal in the live animals area, returning the animal back to origin or assisting the freight forwarder of shipper to obtain the corrected health certificate, arranging documents from the origin, the decision will be based on what is the best to ensure that animal welfare is the number 1 priority.

How should airlines handle diversions or flight delays when live animals are on board, especially if the delay extends beyond the planned feeding/watering schedule?

In cases of diversions or delays that extend beyond planned feeding and watering intervals, the LiveAnimals delay process is activated. the rules and regulations of the country where the aircraft is diverted to must be followed at all times. If necessary, offload animals where feeding and watering can be completed. Again, welfare is of the highest priority for the animals.

How can handling procedures be adapted to reduce noise, vibration, and light exposure that may cause animal distress in airport cargo facilities?

John O'Grady
Manager Authorizations & Standards, Cargo Service Delivery, Etihad Cargo

To minimize stress in airport cargo facilities, we adapt handling procedures to reduce noise, vibration and light exposure. This includes using quiet stands and indoor bays away from congested ground support equipment, turning off unnecessary announcements and prohibiting horns or alarms near animals. Equipment is operated at low speed, utilizing rubber mats or dampers to minimize vibration. Subdued lighting is used to prevent glare and strobing. Temperatures are monitored to remain species-appropriate, ventilation is maintained and access is restricted to trained staff, ensuring minimal handling and disturbance until uplift.

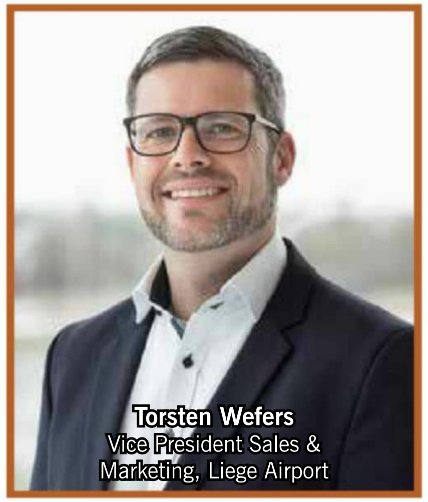
How do you determine if a sedative can be safely used on an animal prior to flight, and what are the risks according to aviation and veterinary guidelines?

Regarding the use of sedatives, it is always a controversial topic, in cases where sedated animals must be accepted special precautions are taken, usually the animal is required to be transported with a qualified groom who is licensed to administer medication, a log is always kept with type of medication with clear details of dosage and timing provided. Each case is reviewed against IATA Live Animals Regulations guidance, species-specific risk and flight conditions. Sedation is considered high risk due to the potential for respiratory depression, impaired thermoregulation, hypotension, paradoxical agitation and masking of distress symptoms during flight.

Liège Airport: Operational Readiness for Animal Transport

In what scenarios would a "quick ramp transfer" be preferred over standard cargo holding for live animals, and how is this operationally executed?

A quick ramp transfer is carried out when conditions such as heat, cold, or stress make it preferable to avoid moving animals into a holding facility. At Liège Airport (LGG), such operations are always supervised by both the airline crew and government representatives focused on animal welfare. Thanks to the airport's 24/7 freighter-first operations, the process can be expedited so that animals spend minimal time on the apron. The presence of purpose-built facilities like the Horse Inn and Flying Farm ensures that if ramp transfer is not the best option, animals can be swiftly accommodated in specialized, safe environments.



Torsten Wefers
Vice President Sales & Marketing, Liege Airport

Frédéric Brun
Head of Commercial Cargo & Logistics, Liege Airport

What steps are required if a container or crate is damaged in transit, and the animal escapes within the airport cargo area?

In practice, this has never happened at Liège Airport since the Horse Inn opened over a decade ago. All transport boxes are carefully checked before shipment to ensure safe conditions. Should a container be compromised, the animal would be immediately secured and transferred to the Horse Inn for horses, or to the Flying Farm for other species, where replacement housing can be arranged. This contingency approach, combined with strict pre-checks, ensures that the airport is fully prepared even for highly unlikely scenarios.

What are the minimum enclosure standards for different species (e.g., reptiles vs. mammals vs. birds) under IATA LAR?

The IATA Live Animal Regulations specify standards including cage size, structural integrity, material strength, ventilation, and limits on packing density. At LGG, these requirements are strictly enforced, and animals are only accepted when enclosures meet or exceed these criteria. With the Horse Inn's advanced loading technology, such as lifts enabling horses to step into stalls at floor level the airport complements IATA standards with infrastructure that actively reduces handling risks.

How are temperature and climate restrictions for brachycephalic (short-nosed) dog breeds enforced at airports with high heat indexes?

LGG is not exposed to extreme heat for most of the year, so seasonal temperature peaks are the main concern. Airlines' acceptance policies play a critical role: shipments are adjusted or restricted based on weather forecasts, and ground handlers enforce these limits at acceptance. Veterinary presence is required during such operations to safeguard animal welfare.

What procedures are followed if an animal arrives dead on arrival (DOA), including notification, investigation, and reporting?

In the rare event of a DOA, the procedure begins with isolating the container and verifying the animal's status. Veterinary staff are called to confirm and investigate, and a DOA report is prepared by the airline in compliance with IATA LAR. The process also involves a full review of accompanying documents, airline SOPs, and handling steps, with findings officially reported to the relevant authorities and communicated to the shipper or consignee. This documentation and review cycle ensures accountability and contributes to continuous improvement.

LIEGE AIRPORT

Strategic Readiness in Air Cargo: GSA|GSSA|CSA

In an increasingly complex global trade environment, strategic readiness has become a cornerstone for air cargo operators seeking resilience and growth. The industry faces challenges ranging from fluctuating fuel prices and geopolitical tensions to evolving customer expectations and stringent regulatory frameworks. For airlines, freight forwarders, and logistics providers, the ability to anticipate, adapt, and respond effectively has never been more critical.

Central to this preparedness are Global Sales Agents (GSAs), General Sales and Services Agents (GSSAs), and Cargo Sales Agents (CSAs), who bridge airlines with global freight markets. GSAs and GSSAs serve as airline extensions in regions where direct representation is impractical, managing sales, commercial operations, and customer relationships. Their local market expertise helps airlines navigate regulatory complexities, secure contracts, and optimize revenue. CSAs focus on cargo handling, ensuring smooth booking, documentation, and shipment execution while complying with IATA regulations and safety standards.

Beyond operations, these agents drive risk management, market intelligence, and digital integration. By connecting airline systems with customer platforms and fostering partnerships with forwarders, shippers, and airports, they enhance visibility, efficiency, and service reliability.

In essence, GSAs, GSSAs, and CSAs are not just intermediaries—they are strategic enablers. Their role in aligning operational agility with commercial strategy ensures that airlines remain prepared, competitive, and responsive in an increasingly complex global air cargo landscape.

ECS Group: Strategic Readiness

How do you differentiate your services in a saturated GSSA market where airlines are increasingly building in-house capabilities?

We are the only GSA to have completely diversified our service offering, with a full digital transformation, distinct abilities, and unique expertise in product segmentation such as mail, e-commerce, and pharma.

Airlines today face a tough choice – invest heavily in cargo expertise or partner with specialists who can accelerate their capabilities immediately. We see ourselves as the natural extension of their commercial teams, bringing 25 years of accumulated knowledge and cutting-edge infrastructure.

What really sets us apart is our long-standing partnership with CargoTech, which we co-founded in 2022. This isn't just a technology vendor relationship – it's a strategic alliance that gives us access to cutting-edge tools like Skypallet, Live Capacity, and our own Cargo Digital Factory solutions. When airlines consider building this digital capability internally, they're looking at years of development and substantial investment.

Take our TCM contract with JetSMART – they recognized that managing cargo operations across four countries required specialized expertise that would be costly and time-consuming to develop in-house. Through our CargoTech partnership, we could offer them immediate access to advanced analytics, optimization tools, and automation that would have taken them years to build.

The beauty of our model is speed to market. When Thai VietJet wanted to launch cargo on Bangkok-Mumbai through our AVS GSA Thailand subsidiary, we had them operational quickly because we already had the systems, processes, and local expertise in place. Another example, our Spanish subsidiary Genair demonstrates this scale perfectly – handling 25% of Spain's total air export market with 91,000 tons in 2024. That market presence and technological infrastructure doesn't happen overnight.

Airlines consistently tell us they prefer to focus on what they do best – network development and flight operations – while partnering with us to unlock cargo revenue opportunities through our proven CargoTech-powered platform that they might otherwise miss.

What strategies do you use to maximize load factors and yield for your airline partners?

It's about combining smart technology with commercial expertise – that's where our CargoTech partnership becomes essential. We are not just using generic digital tools; we have access to specialized air cargo solutions developed specifically for our industry needs.

Jean Ceccaldi
CEO, ECS Group

Our approach starts with real-time market intelligence through Rotate's Live Capacity tool, which monitors thousands of airlines across 9,000+ airports and over 200 aircraft types. This gives us immediate visibility into capacity trends and pricing opportunities that our teams can act on quickly.

Then we layer in optimization tools like Skypallet from Wiremind Cargo, which provides 3D visualization for complex load planning calculations. When integrated properly, we've seen carriers reduce flight planning time from 15–30 minutes down to seconds while improving load factors by 5–10%. But the key is having teams who understand how to apply these insights commercially.

> We're working ahead, looking to the future. We also make it a passion to go looking for every new quality control system and qualification that we can find and ensure that we comply with their requirements.

Take our operations – when Live Capacity identifies that China-Malaysia routes are showing 46% growth or China-Mexico routes are up 73%, our local teams know exactly which customers to target and how to adjust capacity allocation. It's not just about having the data – it's about having people who can turn that intelligence into revenue.

The real competitive advantage happens when you seamlessly blend both elements – using CargoTech's tools to spot opportunities, then applying local market expertise to execute strategies that maximize both load factors and yield for every partner we represent.

How are you integrating emerging technologies into your sales and operations?

Our approach to technology integration is built around three pillars: our CargoTech partnership, significant infrastructure investment, and comprehensive training programs.

Through CargoTech, we've invested in a complete digital ecosystem. Our Cargo Digital Factory developed tools like Apollo for business intelligence, Pathfinder for real-time tracking, and Quantum for booking support. These aren't off-the-shelf solutions – they're purpose-built for air cargo operations. Combined with CargoTech partners like CargoAi's marketplace and Wiremind's optimization tools, we have an integrated platform that covers everything from quotation to delivery.

The investment has been substantial.

But having great technology means nothing without proper adoption. That's why we launched Discovery, our e-learning platform where employees across our global network can train on all key tools. Digital competency isn't optional anymore – it's essential for staying competitive. Our teams need to be as comfortable with AI-powered quotation tools as they are with traditional customer relationship management. Additionally, we are qualifying our staff for new roles to address emerging needs.

This integrated approach means we're not just digitizing individual processes – we're creating connected workflows that give airline partners real-time visibility and control over their cargo operations.

How do you reallocate and optimize space during disruptions?

Thanks to our international network and the many airlines we represent, we can always compensate for disruptions on any route. In general, cargo does not disappear; so when a disruption occurs, flows reappear on another tradeline where we are usually already positioned.

Crisis management is where our CargoTech partnership really proves its value. When disruptions hit, having real-time intelligence and optimization tools makes all the difference between chaos and controlled response.

When Trump's de minimis elimination hit in August 2025, we saw China-US e-commerce volumes drop 60% overnight. Our Live Capacity tool from CargoTech partner Rotate immediately flagged alternative routing opportunities. While trans-Pacific freighter capacity became oversupplied, we helped airline partners pivot to Latin America and Southeast Asia routes where Rotate's data shows 46% and 73% growth respectively on new trade lanes like China to Malaysia and Mexico.

The new tariff environment has completely reshuffled cargo flows. When "America First" policies created uncertainty around traditional trans-Pacific routes, our system provided real-time intelligence on alternative markets. We used Wiremind's Skypallet to optimize load configurations for these new routing patterns, ensuring maximum efficiency as airlines adapted their networks.

> **Our Live Capacity tool from CargoTech partner Rotate immediately flagged alternative routing opportunities. While trans-Pacific freighter capacity became oversupplied, we helped airline partners pivot to Latin America and Southeast Asia routes where Rotate's data shows 46% and 73% growth respectively on new trade lanes like China to Malaysia and Mexico.**

What differentiates us is having this technology backbone combined with local expertise. Pathfinder gives us live tracking so we can proactively manage disruptions, while our regional teams understand the operational realities at each airport. When trade restrictions change overnight, our teams in key markets can implement solutions within hours because they have the right tools and real-time data.

It's this combination of CargoTech's intelligent tools and human expertise that keeps cargo moving even when trade policies create entirely new market dynamics.

Global GSA Group: Strategic Readiness

Aytekin Saray
CEO, Global GSA Group

What strategies do you use to maximize load factors and yield for your airline partners while balancing customer loyalty and rate competitiveness?

At Global GSA Group, we take a holistic, data-driven approach to yield and load factor optimization. Through our collaboration with CargoTech, we combine advanced forecasting tools such as Rotate's Live Capacity and Wiremind's SkyPallet with deep market knowledge. This helps our airline partners make smarter commercial decisions in real time. Our teams continuously monitor market trends, demand shifts, and rate dynamics to ensure competitive pricing without compromising revenue targets. At the same time, we maintain close relationships with freight forwarders to foster loyalty and provide tailored solutions that keep their trust and their business. This balance of technology, local insight, and proactive customer engagement allows us to consistently deliver high-performance outcomes for our partners.

> **At the same time, we maintain close relationships with freight forwarders to foster loyalty and provide tailored solutions that keep their trust and their business. This balance of technology, local insight, and proactive customer engagement allows us to consistently deliver high-performance outcomes for our partners.**

During periods of flight cancellations, capacity constraints, or geopolitical instability, how do you reallocate and optimize space for your clients?

We pride ourselves on our agility during disruption. Whether dealing with geopolitical tensions, weather events, or unexpected capacity shifts, we respond quickly by leveraging our strong local presence, digital visibility tools, and deep interline networks. Our teams work closely with both airline partners and freight forwarders to reallocate space where it's most needed—often in real time. We proactively communicate with stakeholders, offer alternative routings, and use AI-driven planning to minimize delays and protect cargo flows. By remaining adaptable and solutions-oriented, we ensure continuity of service even in the most volatile conditions.

Which KPIs do you consider most critical in measuring your success as a GSA/GSSA/CSA, and how do you report these to your airline principals?

We track a broad set of KPIs that reflect both commercial performance and operational reliability. Key metrics include revenue generation, capacity utilization, market penetration, forecast accuracy, and customer satisfaction. Through platforms like Wiremind's SkyPallet and CargoAi, we provide transparent, real-time reporting to our airline principals, ensuring full visibility and alignment. Responsiveness, compliance, and value-added service delivery are also essential performance indicators that guide our long-term strategy. These KPIs are benchmarks we use to drive continuous improvement and strengthen trust with our airline partners.

How have changes in global supply chains, e-commerce growth, and passenger-to-freighter conversions impacted your commercial strategy in the last 3 years?

We have adapted our commercial strategy to reflect the major structural shifts reshaping air cargo. The rise of e-commerce and time-sensitive cargo has led us to enhance our express handling capabilities and streamline last-mile coordination. As global supply chains diversify—with growing momentum behind the China+1 strategy—we've expanded our presence in emerging markets and developed new trade lanes in partnership with carriers like Qantas and Azul. Meanwhile, passenger-to-freighter conversions have opened up new capacity opportunities, allowing us to offer flexible solutions to meet growing demand. Our strategy remains focused on agility, specialization, and digital enablement to stay ahead of industry evolution.

Mail & More: Strategic Readiness

Mail & More is an expertise developed by Aerion, and stands as the first GSA (General Sales Agent) dedicated solely to e-commerce and parcels, providing tailored solutions to the evolving needs of the international logistics sector.

Jonathan FREDERICKS
Managing Director, Mail & More

What strategies do you use to maximize load factors and yield for your airline partners while balancing customer loyalty and rate competitiveness?

Jonathan FREDERICKS: At Mail & More, we apply a data-driven and highly targeted approach to load factor optimization and yield management. Our deep understanding of route dynamics enables us to advise airlines on optimal network adjustments and develop flexible, alternative routings during congested periods. We also provide visibility on load commitments through digital forecasting, allowing our airline partners to maintain rate competitiveness without sacrificing profitability. By balancing capacity planning with guaranteed load agreements, we protect airline margins while offering postal customers reliability and speed which are key factors in securing their long-term loyalty.

> **Adrien THOMINET, Chairman of Aerion: At AERION, we believe that adaptability in the face of geopolitical and operational uncertainty has become the decisive factor in airline performance.**

How are you integrating emerging technologies (e.g., AI, IoT tracking, cargo community platforms) into your sales and operations to increase efficiency and transparency?

Jonathan FREDERICKS: We continuously integrate innovative technologies to stay ahead in a fast-evolving e-commerce logistics environment. Our MAIL EDI software serves as the backbone of our digital operations, automating bookings, customs documentation, tracking, and performance reporting. We are also expanding into predictive analytics to better forecast demand surges and optimize routing and capacity allocation. Transparency is enhanced via real-time tracking capabilities and digital dashboards accessible to airlines, ensuring full visibility throughout the shipment lifecycle. These tools not only reduce errors and delays but also empower strategic decision-making, enabling our partners to operate with agility and confidence in a complex, high-volume market.

During periods of flight cancellations, capacity constraints, or geopolitical instability, how do you reallocate and optimize space for your clients?

Jonathan FREDERICKS: Our strength lies in our agility and network adaptability. When disruptions occur—from flight cancellations to geopolitical unrest—we quickly realign capacity using alternative routings, regional consolidations, and backup airline partners. Our connectivity with multiple airlines enables us to reroute parcels with minimal lead time, often prioritizing a slightly longer transit over the risk of service delay at destination. In volatile regions like South Asia or during congested Q4 periods, we rely on proactive capacity planning, forecast demand, plan contingencies, and ensure continuity. This resilience allows our clients to meet delivery expectations while our airline partners maintain efficient operations despite fluctuating conditions. It is important to also be in a position to advise customers – sometimes it is better to take alternative routing with 1-day extra transit time than chasing the same capacity that everyone does and risk larger delays in the end due to congestion.

Adrien THOMINET, Chairman of Aerion: At AERION, we believe that adaptability in the face of geopolitical and operational uncertainty has become the decisive factor in airline performance. We harness data intelligence and predictive modeling at the network level to anticipate disruptions: through our interdisciplinary think tank, we synchronize operational, digital, and commercial resources in real time. The goal is not just to react to volatility, but to leverage it as a driver for dynamic options—such as redeploying capacity between zones based on early geopolitical signals, pooling assets with strategic partners, and developing proprietary digital solutions for agile governance. This approach empowers airlines to achieve resilience, proactively project capacity toward high-demand markets, and consolidate both customer trust and sector-wide economic robustness.

How have changes in global supply chains, e-commerce growth, and passenger-to-freighter conversions impacted your commercial strategy in the last 3 years?

> **Our strategy now emphasizes deeper integration with airline digital systems, enhanced consulting services for network optimization, and a focus on emerging regions like Southeast Asia, Africa, and Latin America.**

Jonathan FREDERICKS: Over the past three years, our commercial strategy has evolved significantly in response to global supply chain disruptions, accelerated e-commerce demand, and shifts in airline fleets. The rise in small parcel volumes, including B2C and C2C shipments, has led us to build a service model entirely centered on flexibility, speed, and digital scalability. Passenger-to-freighter conversions opened up new capacity options, which we have incorporated into our cross-border routing design, particularly in underserved markets. Our strategy now emphasizes deeper integration with airline digital systems, enhanced consulting services for network optimization, and a focus on emerging regions like Southeast Asia, Africa, and Latin America. Mail & More has become a strategic enabler of parcel logistics transformation.

Totsol Aviation: Strategic Readiness

How does your company differentiate its services in a competitive GSA market, especially as airlines increasingly develop their in-house capabilities?

We operate as a hybrid GSA company, providing value-added services that airlines often cannot offer through their own teams. While airlines typically focus on their top 20–30 customers, our broader approach allows us to penetrate deeper in the market, giving our partner airlines a competitive advantage. We also manage significant transshipment volumes, even for airlines where we are not the official GSA.

COVID-19 showed us that success doesn't require exclusive representation; with the right opportunities and airline capacity, collaboration with multiple partners is possible. This flexible, distributed strategy is central to our operations and enables us to consistently deliver value to our airline partners globally.

What strategies does your company use to maximize load factors and yield for your airline partners while maintaining customer loyalty and competitive rates?

Our strategy focuses on wide market distribution, ensuring that our top 20–25 customers contribute less than 30–35% of our total business. While we maintain strong relationships with key clients, we deliberately diversify our volume to reach smaller customers.

Being a data driven organization, our strategies are built on historical data based on specific lanes, OD pairs and customers. Continuous data analysis enables us to make informed decisions that help retain our customers and maintain competitive rates for all our partner airlines. It also gives us a reflection for the future trends.

We also prioritize small shipments, typically under 500 kilograms, which offer higher yields and are easier to accommodate even during airline space constraints. By combining broad distribution, high-yield small shipments, and dense volume, we maximize yields for our airline partners while maintaining customer loyalty and competitive pricing, consistently delivering superior results in the market.

How is your company integrating emerging technologies such as AI, IoT tracking, and cargo community platforms into sales and operations to enhance efficiency and transparency?

Sandeep Datta
Managing Director
Totsol Aviation Pvt. Ltd.

We see digitization as a major evolution in the air cargo industry. Partnering with eCargoWare, an AI-based platform, we became their first GSA customer in India and successfully digitalized our operations. The system integrates via API with airline systems and allows freight forwarders to log in, make bookings, or submit requests, which are seamlessly transferred to the airlines.

We strongly believe the future belongs to digital market place and other innovative tools as these initiatives enhance transparency, streamline processes, and deliver value added proposition to both our airline and forwarding partners.

We are evaluating various available digital platforms and planning to collaborate and integrate our company with emerging technologies.

> **In Hyderabad, for example, we are one of the largest handlers of dangerous goods (DG) cargo for various airlines. We follow DG handling processes meticulously.**

During periods of flight cancellations, capacity constraints, or geopolitical instability, how does your company manage and optimize cargo space for your clients?

As a hybrid GSA company, we manage significant transshipment volumes from Vietnam, Bangladesh, Myanmar, and Thailand to India, and onward internationally, leveraging India's high cargo capacity. During major disruptions, such as COVID-19, we partnered with carriers to operate charter flights, ensuring uninterrupted shipments for our clients.

Today, when faced with capacity constraints or geopolitical challenges, we implement creative routing solutions—such as moving cargo from India to the Maldives under double master before sending it globally—utilizing multiple airlines' operations. This strategy ensures service reliability and optimizes cargo space, even in complex and challenging situations.

How does your company ensure full compliance with customs regulations, dangerous goods requirements, and security protocols across multiple locations?

In India, it is critical to strictly adhere to customs rules and regulations, as well as security protocols. The country's regulatory systems, including Indian Customs Electronic Gateway (ICEGATE), are highly robust, and compliance is essential. We have developed strong IT capabilities that allow us to integrate seamlessly with customs and ICEGATE systems, ensuring that all required protocols are followed.

Additionally, we work closely with ground handlers and warehouse service providers, such as GMR. In Hyderabad, for example, we are one of the largest handlers of dangerous goods (DG) cargo for various airlines. We follow DG handling processes meticulously.

We have dedicated DG teams at every station in India, with two-three DG qualified manpower per location assigned to the airlines we represent. Each team follows a strict checklist, ensuring proper labeling, acceptance, and monitoring of shipments from origin to departure. Furthermore, we track the cargo until it reaches its final destination, maintaining close coordination with our airline partners to guarantee compliance and safety throughout the process.

How have changes in global supply chains, e-commerce growth, and passenger-to-freighter conversions influenced your commercial strategy over the past three years?

These changes have presented new opportunities, during COVID-19, passenger-to-freighter conversions became crucial. We were the first one in India to operate cargo on a passenger flight to Bangladesh, loading shipments directly onto seats. With limited flights, airlines faced revenue losses, and we helped them use passenger flights as temporary freighters, operating several domestic and international flights. At the same time, India's booming e-commerce sector and the emergence of new freighter companies have expanded opportunities, which we support through charter operations. Overall, these shifts have strengthened our business and generated significant growth potential.

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Sin-Kung Group sets sights on expanding footprint in Southeast Asian with air cargo services

Specializing in airport-to-airport road feeder services, including trucking and container haulage services across Malaysia, Singapore and Thailand, Sin-Kung Logistics is setting up the next phase of its growth with air cargo with Sin-Kung Airways, which will cater to different industries, including aerospace, pharmaceutical products, semiconductor, oil and gas as well as perishables.

By R. Chandrakanth

Air freight specialist Sin-Kung Logistics Berhad's aviation subsidiary, Prima Air Sdn Bhd, was recently renamed Sin-Kung Airways Sdn Bhd, announced at the Langkawi International Maritime and Aerospace Exhibition (LIMA) 2025. Together, they are expanding their footprint in Southeast Asia with Sin-Kung Group positioned to enter the air cargo industry.

After securing approvals from the Companies Commission of Malaysia and the Civil Aviation Authority of Malaysia, its name change, Sin-Kung Logistics Group Managing Director and CEO Alan Ong Lay Wooi said the company is now embarking on a broader corporate strategy to align all operations under a unified identity that reflects its core competencies as an air cargo transportation specialist.

With Sin-Kung Airways, the company is embarking on air cargo business to complement and enhance its existing logistics operations. It already has a Boeing 737-400F and plans to add additional aircraft to the fleet.

"Sin-Kung Logistics is well-recognised in the air cargo transportation sector. By adopting the 'Sin-Kung' identity for our airline operations, we are enhancing our brand visibility and reinforcing our position as a total logistics solutions service provider. This marks a significant milestone as we accelerate our air cargo expansion plans across the region," Ong noted.

Complementing Cargo Operations

Sin-Kung Airways will also commence private passenger charter services using its Piaggio P180 Avanti II aircraft, marking the company's official entry into the premium executive travel segment, expanding its portfolio beyond cargo into non-scheduled passenger services.

Sin-Kung Airways is expected to begin operations in the third quarter of 2025. The airline plans to lease three aircraft by year-end, with the first delivery scheduled by July 2025.

Its initial charter operations will cover routes between Kuala Lumpur International Airport, Kota Kinabalu International Airport, Kuching International Airport, Labuan Airport and Hong Kong International Airport targeting key sectors including e-commerce cargo, pharmaceuticals, semiconductors, oil and gas, and perishables.

Presently, Sin-Kung Airways is engaged in three segments – air cargo, private jet charter service as well as the maintenance, repair and overhaul (MROs) of aircraft. The airline holds Air Service Permit and Air Operator Certificate, allowing it to undertake non-scheduled commercial air transport operations.

Sin-Kung Logistics Bhd plans to launch air cargo services in the third quarter of 2025 (3Q25) after completing the RM20.7mil acquisition of a 100% stake in Prima Air Sdn Bhd. Ong mentioned that the company would soon offer air feeder services and enter into cargo interline agreements with airlines to establish a strategic interline partnership to transport each other's shipments on specific routes.

"The next phase of growth for Sin-Kung

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Centrum Air Launches Direct Delhi–Tashkent Flights

New Delhi, India : Centrum Air, Uzbekistan's largest private airline, has officially launched direct passenger flights between Delhi (DEL) and Tashkent (TAS), significantly enhancing air connectivity and opening new opportunities for tourism, trade, and cultural exchange between the two nations. The service will operate twice weekly, on Tuesdays and Fridays, offering travelers convenient schedules, competitive fares, and a comfortable journey aboard Centrum Air's modern fleet.

The inaugural flight ceremony at Indira Gandhi International Airport (DIAL) featured a traditional diya lighting, festive decorations, rangoli, commemorative gifts, and cake-cutting ceremonies at both departure and arrival terminals. Passengers and crew were welcomed with bouquets, special goodies, and photo opportunities with themed props and banners, reflecting the enthusiasm surrounding this milestone.

Prior to the launch, Centrum Air hosted a pre-launch celebration on 26th September 2025 at The Grand, Vasant Kunj, New Delhi, attended by His Excellency Mr. Sardor Rustambaev, Ambassador of Uzbekistan, senior dignitaries, trade partners, and media representatives. The event highlighted Centrum Air's vision for strengthening India–Uzbekistan connectivity through presentations, networking sessions, and an engaging lucky draw.

Mr. Adil Mirza, Centrum Air, said: "This launch is not just a new route — it's a bridge connecting cultures, businesses, and people. We are confident it will inspire more Indian travelers to experience Uzbekistan's heritage and hospitality."

Mr. Abhishek Goyal, Executive Director & CEO of Aeroprime Group, added: "As Centrum Air's exclusive GSA in India, we are proud to support this service, strengthening ties and bringing the people of India and Uzbekistan closer together."

SolitAir Expands Global South Network with New Africa Routes

Dubai, UAE: SolitAir, the UAE's dedicated B2B cargo airline, has announced a significant expansion of its flight network into Africa, reinforcing its commitment to enhancing global trade connectivity. This strategic move introduces direct services from Dubai World Central (DWC) to eight key African destinations: Dar es Salaam and Zanzibar in Tanzania; Eldoret and Nairobi in Kenya; Benghazi in Libya; Johannesburg in South Africa; Lusaka in Zambia; and Harare in Zimbabwe.

The expansion is supported by the acquisition of two Boeing 737-800 freighter aircraft, increasing SolitAir's operational fleet to seven. The airline aims to grow its fleet to 20 aircraft by 2027, connecting over 50 cities within a six-hour flight radius from Dubai. Operating from its 220,000-square-foot logistics hub at DWC, SolitAir is well-positioned to meet the rising demand for efficient and reliable air cargo services in the region.

According to Boeing's World Air Cargo Forecast, African air cargo volumes are projected to double over the next 20 years, driven by economic growth, policy reforms, and increased trade in sectors such as perishables and e-commerce. The report indicates that approximately 100 additional aircraft will be needed within two decades to accommodate this rising demand.

Hamdi Osman, Founder & CEO of SolitAir, stated, "This expansion into Africa underscores our commitment to providing fast and reliable cargo solutions across the Global South. We are tapping into a region whose air cargo sector is experiencing significant growth, and SolitAir is perfectly positioned to lead this wave, connecting markets and delivering value where it matters most."

With this expansion, SolitAir continues to strengthen its role as a key player in the global logistics landscape, facilitating faster and more efficient supply chains for businesses across Africa, the Middle East, and Asia.

Ascend Airways Malaysia Takes Delivery of First Freighter

Kuala Lumpur, Malaysia: Ascend Airways Malaysia has achieved a major milestone with the delivery of its first aircraft, a Boeing 737-800 converted freighter. Registered as 9M-ASC, the jet arrived at Kuala Lumpur International Airport on 4 September following a delivery flight from Bacau, Romania, with a scheduled stop in Mumbai. Previously operated by Slovak ACMI carrier AirExplore, the 20-year-old aircraft remains under the ownership of TC Aviation Capital Ireland, a subsidiary of Tokyo Century.

The start-up airline plans to operate under an ACMI (aircraft, crew, maintenance, and insurance) model and is actively pursuing its air operator's certificate (AOC) from the Civil Aviation Authority of Malaysia. Demonstrating the freighter's airworthiness will be a key step in the certification process. Ascend Airways Malaysia targets the commencement of cargo operations in November 2025, aiming for full operational capability by year-end.

While preparing for launch, the airline faces broader industry challenges, including concerns over the reliability of CFM Leap-1B engines powering its Boeing 737 Max fleet. These issues, particularly in demanding regions such as the Middle East and India, could impact operational efficiency and fleet expansion timelines. In response, competitors are exploring alternative engine options and investing in hybrid-electric aviation technologies to mitigate similar risks.

Despite these challenges, Ascend Airways Malaysia's first freighter acquisition underscores its commitment to establishing a strong presence in the regional cargo market and adapting to evolving technological and operational demands in the aviation sector.

HKIA Launches Air-Land Fresh Lane to Boost Cargo Efficiency

Hong Kong: Hong Kong International Airport (HKIA) and the Hong Kong Customs and Excise Department (C&ED) officially launched the Air-Land Fresh Lane. The ceremony was officiated by Chan Tsz-tat, Commissioner of Customs and Excise; Vivian Cheung, CEO of Airport Authority Hong Kong (AAHK); Wang Baoren, Committee Member of the Communist Party of China of Gongbei Customs District; Meng Xiaoyuan, Deputy Director-General of the Police Liaison Department of the Liaison Office of the Central People's Government in the HKSAR; Donald Ng, Director of Food and Environmental Hygiene; and Frankie Yick, Legislative Council Member for the Transport functional constituency. Over 200 local and international partners from the air cargo and fresh produce sectors attended the event to exchange insights.

The Air-Land Fresh Lane, launched in trial in April through collaboration between the Guangdong and Hong Kong governments and HKIA, streamlines transshipment clearance for chilled aquatic products, live seafood, and fruits from overseas. The dedicated channel enables live and chilled goods arriving at HKIA to reach Zhuhai for Mainland customs clearance and enter the Greater Bay Area within as little as three hours.

Vivian Cheung, CEO of AAHK, said, “The Air-Land Fresh Lane enhances HKIA's intermodal cargo connectivity with the Greater Bay Area, expanding our catchment area and providing new business opportunities for Hong Kong's trade and logistics sectors, further strengthening HKIA's leading position in air cargo.”

Chan Tsz-tat, Commissioner of C&ED, added, “Through close collaboration with the Mainland, we have developed a streamlined regulatory model for fresh food transshipment. The full launch of the Air-Land Fresh Lane marks a new milestone in supporting economic development across the Greater Bay Area.”

Full Launch of Air-Land Fresh Lane

HKIA has been the world's busiest cargo airport 14 times since 2010 and is the first globally to achieve the full suite of IATA CEIV certifications, including IATA CEIV Fresh. With advanced cold chain facilities and the largest fleet of cool dollies in Asia, HKIA ensures the safety and freshness of live and chilled cargo during transit.

Hamad International Signs Sister Airport Agreement with Shenzhen Bao'an International

Doha, Qatar: Hamad International Airport (DOH) has formalized a Sister Airport agreement with Shenzhen Bao'an International Airport (SZX), strengthening Qatar–China ties and enhancing passenger and cargo connectivity between the Middle East and China. Both Doha and Shenzhen, known for their innovation-driven economies, aim to leverage aviation to drive economic growth, technological collaboration, and cultural engagement.

The agreement, signed between MATAR, the Qatar Company for Airports Management and Operation, and Shenzhen Capital Group, provides a framework for collaboration in market insights, coordinated route planning, and technology adoption, improving connectivity for passengers and trade flows between the two regions.

The MoU was signed at Routes World 2025 in Hong Kong by Mr. Chen Fanhua, Deputy General Manager of Shenzhen Airport Group and Board Chairman of Shenzhen Airport Co., Ltd., and Mr. Hamad Al Khater, Chief Operating Officer of Hamad International Airport, alongside delegations from Shenzhen Municipality, Shenzhen Airlines, Qatar Airways, and airport executives.

“By linking Doha and Shenzhen, we are creating smarter, sustainable journeys while strengthening economic and cultural ties,” said Hamad Al Khater. Chen Fanhua added, “This partnership advances Shenzhen Airport's internationalization, enhancing seamless travel, trade, and tourism between our regions.”

Hamad International Airport currently connects nine Chinese cities, including Shenzhen, to over 120 global destinations via Doha. From January to August 2025, it served 1.1 million passengers from these cities, with Shenzhen accounting for over 2%. Recent milestones include the launch of Shenzhen Airlines' Doha route in October 2024 and the expansion of Qatar Airways' codeshare with China Southern Airlines, further boosting connectivity between the Middle East, China, and beyond.

Challenge Group Successfully Renews IATA CEIV Live Animals Certification

HORSE INN
CHEVAUX
PAARDEN

Luqa, Malta: Challenge Group has renewed its IATA CEIV Live Animals Certification, reaffirming its leadership and commitment to excellence in the safe and professional transport of live animals worldwide.

With decades of experience, Challenge Group has earned a reputation as one of the most trusted carriers for horse transport. This is supported by its continuous investment in people, facilities, and innovative solutions tailored to live animal logistics.

Central to its operations is the state-of-the-art Horse Inn facility in Liège, a global benchmark for animal welfare and logistics efficiency. Designed for comfort, safety, and operational excellence, it serves as a preferred gateway for transporting horses and livestock.

The renewed certification reflects Challenge Group's dedication to specialized teams and infrastructure. Staff trained to IATA standards oversee every aspect of transport, supported by purpose-built equipment, including ULDs, stall cleaning and storage areas, and prototype horse trailers for safe and rapid transfers between the Horse Inn and aircraft.

Annually, Challenge Group moves around 8,000 horses, with over 5,000 on its own Boeing 747 fleet, equipped with temperature-controlled systems and dedicated groom seating to ensure animal welfare. Increasing global demand has also expanded its charter services, connecting Europe to Asia and facilitating major equestrian events, such as the transport of elite horses to Canada for Spruce Meadows' 50th anniversary.

Or Zak, Chief Commercial Officer, said: “This recertification highlights our teams' dedication and reinforces our mission to deliver world-class solutions in live animal transport.”

With this renewal, Challenge Group continues to set the global benchmark for safety, innovation, and animal welfare in live animal logistics.

Malaysia Airlines Selects Airinmar for Enhanced Aircraft Warranty and Value Engineering Services

BERKSHIRE, England: AAR CORP. subsidiary Airinmar, a leading independent provider of component repair cycle management and aircraft warranty management solutions, has been awarded a new multi-year support services agreement to provide Malaysia Airlines, the nation's flag carrier, aircraft warranty management and value engineering services.

Airinmar's services will complement Malaysia Airlines' existing materials management activities and focus on maximizing the recovery of the airline's warranty entitlements as well as reducing the cost of component repair and the airline's overall cost of maintenance.

“We welcome this collaboration with Airinmar as part of our ongoing efforts to manage maintenance costs and improve efficiency across our operations,” said Captain Nasaruddin A. Bakar, Chief Operating Officer of Malaysia Airlines. “Partnerships like this help us strengthen our supply chain resilience and ensure our operations remain cost-efficient and reliable.”

“We are committed to working alongside Malaysia Airlines and assisting with the reduction of maintenance costs across the airline's multiple fleet types,” said Matt Davies, General Manager of Airinmar. “We are delighted to add Malaysia Airlines, the flag carrier of Malaysia and one of the most established commercial airlines in Asia, to our global customer base.”

Malaysia Airlines is the national carrier of Malaysia, offering premium and full-service travel options to, from, and within the country. As the gateway to Asia and beyond, the airline carries up to 40,000 guests daily on memorable journeys inspired by Malaysia's diverse heritage. Malaysia Airlines embodies the nation's rich traditions, cultures, and cuisines, delivering an unparalleled experience through its signature Malaysian Hospitality across every customer touchpoint.

Airinmar has supported airlines, MROs, OEMs, helicopter operators, and military programs for over 40 years through the delivery of its tailored component repair and warranty management support services, which deliver reduced repair expenditure, improved component availability, and enhanced operational efficiencies. Airinmar is a subsidiary of global aviation aftermarket leader AAR.

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CENTRAL ASIA Air Cargo Summit #2

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Islam Karimov Tashkent International Airport

The Central Asia Air Cargo Summit #2, held on September 23–24, 2025, at Tashkent, brought together over 350 global industry leaders to discuss the rapid growth and transformation of the region's air cargo sector. Organized by Ato Comm, the summit featured five in-depth sessions, a startup showcase, an exhibition zone, and a guided tour of the newly inaugurated UzCargo terminal at Tashkent International Airport.

Keynote speakers included Rizwan Siddiqui of IATA, who highlighted Central Asia's expanding role in global air cargo networks, and Thomas Kowitzki of DHL Global Forwarding, who emphasized the importance of resilient supply chains connecting Asia, Europe, and beyond. The summit underscored the region's double-digit growth in air transport, driven by infrastructure investments and the emergence of private airlines like Qanot Sharq.

An exclusive guided tour showcased UzCargo, a state-of-the-art cargo terminal with an annual capacity of 120,000 tons. Spanning 5.2 hectares, the facility includes an 8,500 m² warehouse, cold storage units, and dedicated areas for various cargo types. The terminal aims to enhance cargo handling and processing times, offering airlines world-class service and operational efficiencies.

The summit highlighted Tashkent's emergence as a pivotal hub in Central Asia's air cargo landscape, fostering dialogue and partnerships to shape the future of the industry.

AerFin and B&H Worldwide Strengthen Aerospace Logistics Partnership in Southeast Asia

Singapore: AerFin, the global aviation asset specialist focused on buying, selling, leasing, and repairing aircraft, engines, and parts, has announced the extension of its logistics and warehousing partnership with B&H Worldwide in Southeast Asia. The renewed agreement underscores a collaboration that has supported AerFin's regional growth since 2022.

Originally covering aviation parts warehousing and inventory management in Singapore, the partnership expanded to include aviation logistics operations in Hong Kong, supporting AerFin's innovative CDB project involving the teardown of six aircraft at Hong Kong Airport. The agreement is now extended for a further 12 months, reinforcing the companies' commitment to seamless regional operations.

The way ahead

The renewed contract was formally signed at MRO Asia-Pacific in Singapore this September, with AerFin's Chief Commercial Officer, James Bennett, representing the company.

James Bennett, Chief Commercial Officer at AerFin, commented: "Our partnership with B&H has been integral to our operations in Southeast Asia, ensuring our customers receive the reliable and efficient service they expect from AerFin. We are delighted to extend this agreement for another year and continue building on the success we've achieved together."

Matthew Warrington, Chief Commercial Officer of B&H Worldwide, added: "This extension reflects the trust AerFin places in B&H Worldwide's aerospace logistics expertise. We are proud to continue supporting AerFin's growth in Southeast Asia, providing customized packing and crating solutions, inventory management, and cost-optimized shipping for aircraft parts. Through our FirstTRAC platform, we ensure operations are underpinned by visibility, reliability, and efficiency."

The extended agreement highlights AerFin's continued investment in the region and its focus on working with trusted partners to deliver value-driven aftermarket solutions and aircraft parts logistics for customers worldwide.

AerFin is a global aviation asset specialist headquartered in Newport, Wales, with additional operations in Dublin, Miami, Singapore, and the UAE. Established in 2010, the company focuses on buying, selling, leasing, and repairing aircraft, engines, and parts to maximize value for owners and provide cost-effective solutions to airlines, lessors, and MROs. With over 600 customers across six continents, AerFin offers services such as component sales, engine MRO Lite, and tailored material Service Level Agreements (SLAs)

Squair India's Rapid Growth Drives Expansion into New Mumbai Office

Mumbai, India: Squair India, the Mumbai-based subsidiary of Squair specializing in AWB data capture services for airlines, is marking a major milestone in its growth journey. Since its launch in late 2022 with just three employees, the team has expanded to 25 staff and is projected to reach 29 by year-end, reflecting the rising demand for accurate AWB data capture and verification.

By outsourcing this crucial yet time-intensive process, GSAs and airlines can focus fully on front-line customer service, enhancing satisfaction while reducing Charges Correction Advices (CCAs) and operational costs. Currently, Squair India supports 31 airlines worldwide, processing an average of 45,000 AWBs per month on behalf of GSAs and global partners.

This growth has necessitated a move into a new 185 m^2 office in Andheri East, Mumbai. The larger space doubles the previous office size and provides a collaborative; modern environment aligned with Squair's values and long-term vision. Its strategic location near Mumbai International Airport improves connectivity to the air cargo hub, where Squair India was originally established.

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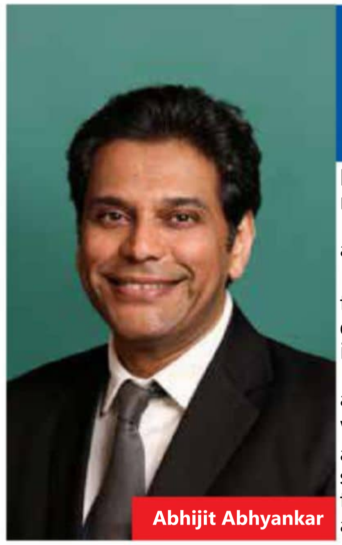
"Our success in India is driven by a clear strategy: cultivating long-term expertise in data capture where talent and infrastructure are strongest, and aligning this growth with Squair's global ambitions," said Dimitri Arnaudin, Managing Director of Squair. "India is no longer just a support center; it is central to our innovation and future growth."

Ian-Alexandre McMartin, General Manager of Squair, added: "Our scalable team in India allows us to respond swiftly to airline needs while maintaining high-quality service. Strengthening our presence here secures the operational backbone to expand our services and support our partners efficiently across the globe."

Squair India is also championing sustainability and inclusion. The team operates on a fully cloud-based, paperless system, and the office location encourages shared transport use. Additionally, two of the three management roles in Mumbai are held by women, underscoring Squair's commitment to gender equity. These foundations position Squair India to continue leading in AWB data capture excellence and to expand into services such as Cargo Sales Report production in the near future.


Abhijit Abhyankar

Cathay Pacific names Abhijit Abhyankar as Regional Head of Customer Travel and Lifestyle for South Asia, the Middle East, and Africa

Dubai, United Arab Emirates: Cathay Pacific has named Abhijit Abhyankar as the new Regional Head of Customer Travel and Lifestyle of the airline.

In his new role, Abhijit will oversee customer travel experiences, passenger sales, marketing communications, and lifestyle marketing initiatives across India, Nepal, Bangladesh, Sri Lanka, the United Arab Emirates, Saudi Arabia, and South Africa (SAMEA).

With a career spanning over two decades in aviation and hospitality, Abhijit brings deep expertise in sales, marketing, and customer engagement to this role. Prior to this appointment, he served as the Regional Head of People for SAMEA., including Head of Marketing and Digital Sales – SAMEA, Regional Marketing Communications Manager – South Asia, and Area Sales Manager – Northern India. He also held the position of Country Manager – Africa and the Indian Ocean, based in Johannesburg.

He joined Cathay Pacific in 2009 as Corporate Sales Manager and has since played a pivotal role in strengthening the airline's commercial and customer-facing strategy in the region.

Based in Cathay Pacific's regional headquarters in Mumbai, Abhijit will lead the airline's efforts to create seamless and enriching travel experiences for customers while building strategic partnerships in lifestyle, retail, and digital engagement.

Ajay Barolia is Swissport's new EVP for Cargo North America

Zurich, Switzerland: Ajay Barolia has been named Executive Vice President Cargo for North America at Swissport, taking the helm of the company's regional air cargo business and reporting directly to CEO Nelson Camacho.

Since joining Swissport in June 2024 as Senior Vice President North America, Barolia has contributed significantly to the organization. His new appointment underscores Swissport's strategic focus on building a strong, resilient leadership team to drive operational efficiency and customer satisfaction across North America.

With more than three decades of industry expertise, Barolia is recognized for his mastery of global cargo standards, hands-on operational management, and commitment to innovation.

He brings extensive experience in optimizing logistics, championing digital transformation, and elevating quality, health, safety, and environmental standards, positioning Swissport at the forefront of next-generation cargo handling.

Supported on the commercial side by senior leader Peter Weir (SVP, Commercial – Cargo NOAM), Barolia also leads a tightly knit regional team of four Vice Presidents overseeing the East, West, Express, and Canada. Covering sales, operations, and QHSE functions, the team is poised to enhance Swissport's reputation for excellence in providing customized solutions for every client and mission.

Ajay Barolia

"I'm privileged to lead Swissport Cargo and work alongside a world-class team driven by professionalism, innovation, and a shared dedication to sustainable growth. Our priority over the next 12 months will be to expand our footprint through joint ventures and strategic acquisitions, while investing in CAPEX to modernize and automate our key gateways," said Barolia.

Looking ahead, Barolia is focused on modernization, sustainability and growth in a safety-first culture. "In the long term, I envision Swissport becoming synonymous with digital, green, and resilient cargo operations, leveraging technology and automation to deliver unmatched reliability for our airline customers and freight partners".

KLN Logistics Strengthens Leadership Team to Propel Global Transformation

Hong Kong: KLN Logistics Group Limited has named two strategic executives to its Global Management Board, underscoring its commitment to driving global expansion and operational excellence.

Wong Siew Loong has been appointed Chief Operating Officer of KLN. He takes on this expanded leadership role less than a year after joining KLN as Chief Commercial Officer in November 2024. As COO, he will oversee KLN's global business operations, focusing on financial and resource efficiency, and spearheading initiatives that drive the company's growth, scalability, and strategic transformation.

Prior to joining KLN, Siew Loong served as President of the Asia Pacific region at Kuehne+Nagel, based in Singapore. With over 25 years of international experience in the global transportation and logistics industry, he brings a strong track record of leadership and innovation.

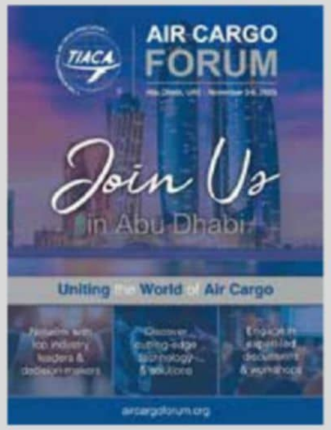
Samuel Lau

Wong Siew Loong

Samuel Lau has been appointed Managing Director – Integrated Logistics. A KLN veteran since 2000, Samuel has played a pivotal role in shaping the company's logistics operations across Asia. In his new capacity, he will lead KLN's integrated logistics business globally, leveraging his deep industry expertise to expand the company's capabilities and reach.

Vic Cheung, Executive Director and CEO of KLN, commented, "These appointments reflect our confidence in Siew Loong and Samuel's exceptional leadership. With Siew Loong's extensive international experience and strategic acumen, and Samuel's deep operational expertise and long-standing commitment to KLN, we are strengthening our leadership team to support our next phase of growth. Their expanded roles will be critical in driving our transformation into a global logistics powerhouse."

UPCOMING EVENTS



Air Cargo Southeast Asia 2025

29-31 October 2025

Air Cargo Southeast Asia 2025 is a premier event for the global air freight industry, scheduled from October 29 to 31, 2025, at the Sands Expo & Convention Centre in Singapore. This high-profile gathering is co-located with transport logistic Southeast Asia, forming a comprehensive platform for logistics, mobility, IT, and supply chain professionals. The event will feature a high-level summit where experts from various sectors—including transport, logistics services, shipping, cargo, ports, manufacturing, and e-commerce—will share insights on fostering resilience, adopting sustainability, leveraging digitalization, and shaping the future of supply chains through collaboration and innovation. Attendees will have opportunities to network, explore business potential, and gain knowledge on industry trends and future developments.

Sands Expo & Convention Centre, Singapore

Air Cargo Forum 2025

3-6 November 2025

Get ready for the most dynamic and influential gathering in the global air cargo industry! The Air Cargo Forum 2025 is set to land in Abu Dhabi from November 4-6, marking a historic moment as the event makes its Middle Eastern debut.

Why Attend? Connect with Global Leaders. Meet top executives, decision-makers, and innovators shaping the air cargo industry. Discover Cutting-Edge Solutions. Explore groundbreaking technology, AI-driven logistics, and sustainable air freight solutions. Engage in Thought-Provoking Discussions – Gain insights from influential keynote speakers and industry disruptors. Experience World-Class Exhibitions – Witness the latest advancements in air cargo, supply chain management, and logistics.

Whether you're an industry veteran or a rising player in the cargo world, this is your chance to stay ahead of the game and be part of the transformation shaping the future of global trade.

YAS Island Arena, Abu Dhabi, UAE

Transport Logistic Americas 2025

11-13 November 2025

Transport logistic Americas returns alongside *air cargo Americas* and *project cargo Americas* to form the most comprehensive logistics event in the region. Organized by Messe München, this event builds on nearly 50 years of global success and has become North America's premier platform for freight transport, logistics, and supply chain innovation.

Join over 6,000 professionals, 250+ exhibitors, and 90+ speakers for three days of insights, networking, and cutting-edge solutions. From intermodal freight and project cargo to air cargo and digital transformation, the event covers every link in the supply chain.

Held at the Miami Beach Convention Center—steps from Ocean Drive—this is your gateway to what's next in logistics across the Americas. Don't miss it!

Miami Beach Convention Center, USA

Dubai Air Show 2025

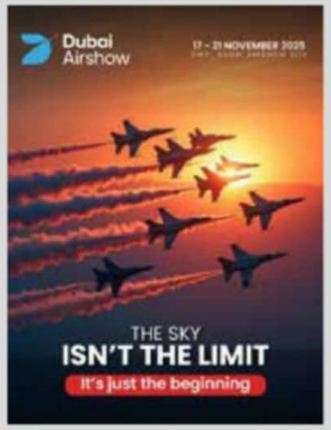
17-21 November 2025

Seize new opportunities at the world's most exciting and innovative aerospace event. Join more than 1,400+ exhibitors from 98 countries, and 135,000 professional attendees to profit from the present and prepare for the future.

Dubai Airshow 2025 is set to redefine the boundaries of aviation, space, and defense. This year's event will not only celebrate cutting-edge advancements but also pioneer new pathways in sustainable aviation, inspiring the industry toward a more connected, innovative, and eco-conscious future.

Over five thrilling days, Dubai will become the center stage for global leaders, showcasing the latest technologies, visionary aircraft, and an electrifying flying display. By uniting the best minds and boldest innovators, Dubai Airshow 2025 marks a new era, driving the industry forward and strengthening the UAE's role as a leader in the aerospace revolution.

DWC, Dubai Air Show Site



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